Journal of Global Scholars of Marketing Science
Bridging Asia and the World

ISSN: 2163-9159 (Print) 2163-9167 (Online) Journal homepage: http://www.tandfonline.com/loi/rgam20

A strategic approach to self-branding

Joel R. Evans

To cite this article: Joel R. Evans (2017) A strategic approach to self-branding, Journal of Global Scholars of Marketing Science, 27:4, 270-311, DOI: 10.1080/21639159.2017.1360146

To link to this article: http://dx.doi.org/10.1080/21639159.2017.1360146

Published online: 14 Sep 2017.

Submit your article to this journal

Article views: 37

View related articles

View Crossmark data

Full Terms & Conditions of access and use can be found at
http://www.tandfonline.com/action/journalInformation?journalCode=rgam20

Download by: [Australian Catholic University] **Date:** 02 October 2017, At: 09:36

JOURNAL OF GLOBAL SCHOLARS OF MARKETING SCIENCE, 2017
VOL. 27, NO. 4, 270–311
https://doi.org/10.1080/21639159.2017.1360146

Routledge
Taylor & Francis Group

Check for updates

A strategic approach to self-branding

Joel R. Evans

Zarb School of Business, Hofstra University, Hempstead, NY, USA

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

ABSTRACT

Self-branding – which reflects how an individual wants to be perceived by employers, potential employers, clients, professional peers, and others in a way that will enhance their personal image – requires a careful, systematic, and adaptive strategy. To place self-branding in the proper context, we begin with the concept of branding as it relates to the sub-set of self-branding. We present an overview of brand management, brand longevity, global issues, and brand communications; and discussions of brand personality and positioning, brand equity, and corporate branding. Then, we investigate strategic self-branding, including: an overview of self-branding, the steps involved in self-branding, self-brand differentiation/positioning, mastering the self-brand, self-brand management and re-invention, and creating and sustaining an online self-brand.

ARTICLE HISTORY
Received 7 February 2017
Revised 16 March 2017
Accepted 11 April 2017

KEYWORDS
Self-branding; professional branding; self-branding strategy; positioning; brand personality; brand equity; gap analysis

关键词
自主品牌; 专业品牌; 自主品牌战略; 定位; 品牌个性; 品牌资产; 差距分析

自主品牌战略方法

为了在适当的环境中建立战略性自主品牌，我们首先从品牌概念入手。本文介绍了品牌管理，品牌寿命，全球问题和品牌传播的概况；同时对品牌个性和定位，品牌资产和企业品牌进行讨论。然后，我们研究了战略性自主品牌，其中包括：自主品牌概述，自主品牌过程，自主品牌差异/定位，自主品牌、自主品牌管理和再造能力的掌控，在线自主品牌的创建与维护。

自主品牌指我们希望通过何种方式来让雇主、潜在雇主、客户、同事和其他人察觉到自己，从而促进短期和长期的职业发展前景。在我们的职业角色中，自主品牌可能意味着一大笔营销资产，也可能会导致职业潜力的流失。以整体、战略性的视角来看，我们可以大大提高求职成功率——就像公司和他们的产品一样。要实现自主品牌，一个不为目标受众所熟悉的人必须表现出自己的特质：这个人如何满足工作特殊要求？与其他候选人相比，他/她的优势在哪里？如果求职者在市场上得到认可，他/她必须主动地树立正面形象，表明自己的职业发展道路是坚定的，并将一直不变。

我们集中于三个目标。目标一：在品牌背景下检验自主品牌。通常，现有文献将自主品牌视为一个独立的主题，而不是一种品牌形式。没有对品牌基本原理、复杂性和发展本质的把握，我们就不能适当地创建、维护和发展自主品牌。我们涵盖品牌的四个基本领域，包括表1–5的内容，用来突出研究重点。品牌和自主品牌方面都产生了显著的范式转变。在最早的迭代中，品牌和自主品牌的含义是有形的；并且　广泛传播。而现在，其内涵包括更多属性，变得更加无形，强调品牌个性、真实性和一致

CORRESPONDENCE TO Joel R. Evans joel.r.evans@hofstra.edu

© 2017 Korean Scholars of Marketing Science

性、品牌差距和品牌咒语。同时，也更加重视在线自主品牌和对线下自主品牌同等看法的需要。

目标二：从系统、规范的战略角度来描述和分析自主品牌和自主品牌过程。针对自主品牌特定主题的多方位战略方法几乎没有涉及。在自主品牌的五个战略方面，我们分别提供原始材料与适当的自主品牌实例。此外还有文献综述表（表6）。

目标三：制作关于战略性自主品牌的原始表格，图形和图表。通过这些工具，综合法可以得到更好的应用：自主品牌SWOT分析法，表7（自我评估问题）；影响专业自主品牌的因素，图1（差距分析）；自主品牌和职业规划，图2（战略步骤和注意事项）；说明性自主品牌定位图，图3；自主品牌职业阶梯法实例说明，图4（包括可能重新定位的职业发展路线）；多年来自主品牌是如何改变传播沟通的，图5（包括今天广泛应用的数字媒体系列）。

我们总结出两方面的建议，一是关于自主品牌的实践，二是关于未来的研究。首先，在自主品牌战略性开发和管理的同时，必须将有形和无形两方面有机结合。自主品牌必须以诚实、反思、过程驱动，依靠持续不断的方式来实现；专业自主品牌需要随着一个人职业的变化而发展。自主品牌必须与所寻求的职业发展道路相一致。同时，应该寻求同事和其他同行的反馈。实现理想自主品牌与实际自主品牌之间差距的最小化。在线自主品牌不可避免。如果进行自主品牌重塑，那么必须考虑后果和定位决策——不要与目标受众的感知脱节。

其次，以下是对未来自主品牌研究的一些建议。尽管专业文献中已经大量涉及自主品牌，但该领域应该有更多的学术研究。而且现有自主品牌学术研究的严谨性与大多数其他类型品牌研究的严谨性不符。品牌资产评估措施是十分必要的。从自主品牌的角度来看，实际上还没有对品牌资产评估的实证分析。为更好地识别全方位的自主品牌工具和相关战略过程，我们还需要进行实证研究。最后，关于在线与线下自主品牌之间的关系，我们仍需要进行更为深入的实证学术研究。

Introduction

A “brand” is a “name, term, design, symbol, or any other feature that identifies one seller’s good or service as distinct from those of other sellers” (Common Language in Marketing: Dictionary, n.d.). This seemingly simple concept has many meanings and has produced thousands of articles.

According to Moore and Reid (2008, p. 421): (1) “Brands, from all periods in history, display two immutable characteristics related to conveying information to stakeholders: information to indicate the origin of the product and information about quality.” (2) “The evolution of brands shows a movement to greater complexity in character, including the addition of image or meaning to information elements.” (3) “Brands, from ancient times to today, played critical roles not only for end customers, but for also for stakeholders throughout the channel.”

In this article, we look at the aspect of branding known as the “self-brand” or “personal brand” or “professional brand.” Self-branding denotes how we want to be perceived by employers, potential employers, clients, professional peers, and others in a way that will

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

boost short- and long-term career prospects. In our career roles, self-branding can be a tremendous marketing asset or a drain on career potential. By taking a holistic, strategic perspective with self-branding, we can greatly enhance chances for success – just like companies and their products do.

To succeed in self-branding, a person unfamiliar to the target audience must well *communicate* his/her attributes: How does this person fulfill a specific job's requirements? How is he/she better than other candidates? If a job applicant is recognized in the marketplace, he/she must *proactively reinforce* a positive image and communicate that his/her career path has been strong and will continue to be (Evans, 2014a). In either case, individuals must be able to answer self-branding questions such as these. Yet, many professionals are unprepared for at least some of them:

- Can you summarize yourself professionally in 15 words or less?
- Do you have the skill set that employers want?
- Is your skill set distinctive?
- Do you regularly review and update your self-positioning statement?
- Do you regularly add to your skill set?
- Is your self-positioning statement well-articulated on your resume and at your LinkedIn profile?
- Do you seek out feedback about your personal social media sites or listings?
- Is your self-branding an honest reflection of yourself?

Because self-branding is a type of branding, we begin by examining four topics that place self-branding in the proper context: an overview of branding, brand personality and brand (product) positioning, brand equity and related topics, and corporate branding. Tables 1–4 highlight selected academic research on these aspects of branding; for each article, the author, date, key topics, and major contributions are outlined. Table 5 highlights the selected professional/case study literature on these four aspects, with author affiliation (or the case focus) as of the publication date.

We then examine the strategic aspects of self-branding, including an overview of self-branding, the steps in a self-branding strategy, differentiation/positioning, mastering self-branding, self-brand management and re-invention, creating and sustaining an online self-brand, and examples of self-branding. Table 6 highlights the selected academic and professional literature on self-branding.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Self-branding within the context of branding

Branding overview

Table 1 recaps selected academic research on various general branding topics: brand management, brand longevity, global issues, and communications; part of Table 5 reflects the professional/case study papers in this area. There are lessons for self-branding in all of these topics.

Brand management

Because branding has evolved, this statement is central to building and sustaining self-brands today: "We observe a gradual transition from a more utilitarian provision of

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 1. Selected academic research on branding – an overview.

Author/date	Key topics	Major contributions
Brand management		
Aaker (1972, 1982)	• Measuring brand acceptance; study based on panel data of consumer products, sample of 8,000 families • Brand health • Characteristics and importance of product positioning	• Mathematical model (regression) tested • Early positioning work on brand image • Positioning approaches and steps
Bliss (1956)	• Preretailing efforts by manufacturers	• Describes the manufacturer strategy of using brands to presell products
Boatwright et al. (2009)	• Step-by-step approach to building valued brands • Seven core VOA attributes: emotion, identity, impact, esthetics, ergonomics, core technology, quality • Case analysis using Integrated Truck and Engine	• Introduction of VOA (value opportunity quality analysis) approach based on intangible and tangible factors, using a continuum
Centeno, Hart, and Dinnie (2013)	• Brand building by SME firms • Study involving 35 owners/managers	• SME brand building model • Parts of brand identity: brand as person, as product, as symbol, as organization
Chang and Ko (2014)	• Brand leadership scale • Theoretical discussion of brand leadership factors • Exploratory study involving more than 100 items	• Empirical testing of four brand leadership factors: quality, value, innovativeness, popularity
de Chernatony (2009)	• Evolving definitions of "brand" • Quantitative study of toothpaste and savings accounts with several hundred British respondents	• Postulates a unifying branding definition
de Chernatony and McWilliam (1989)	• How brand strategies can be developed; review of manufacturer and distributor brands • Four broad interpretations discussed	• Brand matrix tied to functionality and representativeness and the high/low combinations of these two factors
Doyle (1989)	• Strategic options for building brands • Value factors and successful brands • Building vs. buying brands	• Adds to Levitt's total product concept • Model comprising the marketing and financial objectives of a firm
Fischer et al. (2010)	• Importance of brands for consumer decision-making • BRiC (brand relevance in category) • Multi-country study – France, Japan, Spain, UK, US	• BRiC concept • Scale development and assessment by country and product category
Joachimsthaler and Aaker (1997)	• Building brands without mass media • Several examples provided	• Alternative brand building approaches identified
Keller (1999a)	• Brand mantra (3–5 words on a brand's/firm's position) • Design and implementation of mantras	• The value of a brand mantra for both internal and external marketing
Keller and Lehmann (2006)	• Elements of branding • Review of research findings on brands and branding	• Research questions on brand concepts • Model of antecedents and consequences • List of sample branding generalizations
Kohli and LaBahn (1997)	• Creating effective brand names • Study of about 100 US product managers on the brand naming process	• Empirical five-step naming process: goals, candidate brands, candidate evaluation, brand choice, trademarking

(*Continued*)

Table 1. (*Continued*).

Author/date	Key topics	Major contributions
Levitt (1980)	• Possibility of differentiating any good or service • Total product concept: generic product, expected product, augmented product, potential product	• "There is no such thing as a commodity." • Ways to differentiate products
Moore and Reid (2008)	• Coverage of 4,000 years of branding • Branding divided into eras	• In-depth discussion of the long-term history of branding concepts
Nysveen and Pedersen (2014)	• Co-creation process for brands • Role of brand engagement and model of brand loyalty • Study involving nearly 1,000 Norwegians	• Customer-centric value creation • Empirically tested model of co-creation brand process and brand loyalty
Park, Jaworski, and MacInnis (1986)	• Brand concept management and its stages • Several examples presented	• Model of brand concept management with key tasks specified
Srivastava and Thomas (2010)	• Lead editorial on managing brand performance – aligning positioning, execution, and experience	• Brand alignment framework • Need for internal and external alignment
Vukasovič (2009)	• Brand potential index • Interactional survey on the food industry • European respondents using GfK target positioning	• Derivation of brand potential index (BPI) based on behavior, intelligence, emotion • Factors having the most effect on the BPI
Zaichkowsky (2010)	• The strategic management of brands • Case study of Exxon	• Conceptual branding decision trees
Brand longevity		
Johar, Sengupta, and Aaker (2005)	• Updating brand personality impressions • Three experiments; chronics vs. nonchronic	• Conceptual model of the trait updating process during impression formation
Erdem et al. (2006)	• Cross-country view of brands as signals • Review of brands under uncertainty, brand effects across countries and cultures, brand signaling across cultures • Student study in eight countries; orange juice and PCs	• Effects of brand credibility on choice via perceived quality and risk, and data costs • Brand credibility important in all countries studied
Hassan and Craft (2012)	• Worldwide market segmentation and brand positioning • Two studies: 112 international marketing managers and 30 international marketing experts	• Segment-based strategic positioning • Framework linking segmentation bases and brand positions
Keller (1999b)	• Long-run brand reinforcement and revitalization • Enumeration and discussion of several approaches	• Flowchart of brand reinforcement options • Flowchart of brand revitalization options
Global issues		
Corstjens and Umblijs (2012)	• Media activities generated by consumers or communities, and not paid for or induced by brand owners • Study with thousands of GfK European respondents	• Four-step process to create a set of key social media indicators (SMI) • Testing of premises raised in article
Nijssen and Douglas (2011)	• Global vs. foreign vs. local positioning • World-mindedness • Surveys of Dutch consumers; samples of 90 and 100	• Framework for the impact of world-mindedness on consumer attitudes to global, foreign, and local positioning

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 1. (*Continued*).

Author/date	Key topics	Major contributions
Strizhakova et al. (2008)	• Brands in the US and Romania, Ukraine, and Russia • Scale development, study in the four countries	• Cross-national measurement invariances • Keys: quality, self-image, value, tradition
The role of communication, including new media		
Da Silva and Syed Alwi (2008), Syed Alwi (2009), and Syed Alwi and Da Silva (2007)	• Online corporate brand image • Study of 511 online bookstore customers • Online vs. offline corporate brand images	• Tested model of online corporate factors affecting brand image • Online-offline image/loyalty compared
Dou, Lim, Su, Zhou, and Cui (2010)	• Search engine relative rankings differentiating brands • Two experiments on Internet users' implicit beliefs	• Model on search engine ranking • Perceptual maps based on experiments
Gensler, Völckner, Thompkins, and Wiertz (2013)	• Managing brands in a social media environment • Literature on social media consumer brand stories • Study with 166 southwest US undergraduates	• Model of social media and brands • Questions to consider in assessing the consumer-social media impact on brands
Hollebeek et al. (2014)	• Brand engagement in social media • Multiple studies conducted	• Engagement stages • Model of consumer's brand engagement
Lovett et al. (2013)	• Brands and word of mouth • Database with 697 major US brands in 16 categories	• Matching word-of-mouth drivers, brand traits, and social, emotional, functional • 13 brand factors driving word of mouth • Offline/online analysis of popular brands
Uzunoğlu and Kip (2014)	• Leveraging blogger engagement • Exploratory study with 17 bloggers	• Model of brand communications through digital influencers
Xu and Wyer (2010)	• Effects of puffery – brand descriptions purporting to be important but actually giving little information	• Perception based on whether people feel more familiar with a product than others • Puffery better for ads for professionals and ads targeting those who think they know less about a product than others
Zailskaite-Jakste and Kuvykaite (2013)	• Social media and brand equity building • Study involving Coffee Inn brand and long-term social media use; 310 online respondents	• Theoretical model of brand equity and social media communication, tested through case study

information regarding origin and quality to the addition of more complex brand image attributes over time, including status/power, added value, and the development of brand personality" (Moore & Reid, 2008, p. 419). Following are some other brand management lessons for self-branding.

"There is no such thing as a commodity. All goods and services are differentiable" (Levitt, 1980, p. 83). This means that every brand can be distinguished by some tangible and/or intangible features. Self-brands do not have to be generic. There are many ways to present oneself as an augmented (differentiated) product (Levitt, 1980). For example, brand leadership can encompass quality, value, innovativeness, and popularity (Chang & Ko, 2014). Boatwright, Cagan, Kapur, and Saltiel (2009) described core brand value opportunity analysis (VOA) attributes based on intangible and tangible factors, including emotion, identity, impact, esthetics, and quality.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 2. Selected academic research on brand personality and brand (product) positioning.

Author/date	Key topics	Major contributions
Brand personality		
Aaker (1997)	• Development of brand personality scale • US survey with sample size of 631	• Aspects of brand: sincerity, excitement, competence, sophistication, ruggedness
Danes, Hess, Story, and Vorst (2012)	• Validity assessment to measure brand image by free association using newly developed Web-based tools • Three sets of data collected to assess validity • Causal effects identified by Pearl's "back-door" criterion	• Nomological validity testing causality, predicted for brand commitment • Better grasp of brand images, brand equity, and positioning/repositioning
Grohmann (2009)	• Male-female personalities and brands • Literature review of brand personality and self-concept • Scale construction; seven studies conducted	• Gender-scale measuring brand persona • Spokespeople and gender perceptions • Impact of gender on brand and extension
Herbst and Merz (2011)	• A B2B brand personality scale • Multi-study approach, 4 samples of 513 Germans	• Scale development: performance, sensation, credibility
Ivens and Valta (2012)	• Customer brand personality perceptions • Detailed literature review • Study with 603 French Swiss respondents	• Identifying and testing brand personality clusters: sincerity, excitement, competence, sophistication
Maehle and Supphellen (2011)	• Why brand personality dimensions are important • Studies with Norwegian undergraduate and graduate students	• Tests scale by Aaker (1997) • Exploratory research of factors leading to each of Aaker's personality dimensions
Phau and Lau (2001)	• Brand personality and consumer self-expression • Study with 197 respondents on Tiger Beer (Singapore)	• Tests scale by Aaker (1997) • Two-way relation between consumer self-concept and the brand
Schmitt (2012)	• Consumer psychology of brands • Conceptual approach	• Consumer psychology process: identify, experience, integrate, signify, connect
Veloutsou and Taylor (2012)	• Summarizes brand personality dimensions from nine prior studies – by country, industry, brand personality • Exploratory study in the UK with four brands	• Identification of B2B "brand as person" characteristics (more than a dozen in all)
Brand (product) positioning		
Anana and Nique (2010)	• Fuzzy brand promises: functional, symbolic, experiential • Ethical dimension and brand promises triangle	• Value of fulfilling fuzzy brand promises • Model of fuzzy brand promise delivery
Arabie et al. (1981)	• Existence of overlapping positioning clusters • ADCLUS model explained, mathematically tested	• Demonstrates that positioning clusters are not discrete
Baier and Gaul (1999)	• Paired comparison data in conjunction with ideal points • Use of Monte Carlo experiments • Application conducted with coffee brands	• Model, based on mathematical methods, tested by Monte Carlo experiments • Joint space positioning map generated

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 2. (*Continued*).

Author/date	Key topics	Major contributions
Beverland, Napoli, and Farrelly (2010)	• Brand positioning's role in innovation • Use of multi-case approach • New product development guided by brand type	• Interaction of innovation and positioning product leader brands, category leader brands, craft brands, follower brands
Fuchs and Diamantopoulos (2010, 2012)	• Review of positioning strategies and perceptual maps • Exploratory study involving cars and small sample • Study of 300 consumers on four product categories • Literature review on limitations of perceptual maps	• Contrasts positioning bases and success • Benefit and surrogate positioning best • Direct positioning better than indirect • Effectiveness measured on dissimilarity, uniqueness, familiarity, credibility
Ghosh and Chakraborty (2004)	• Positioning models and brand uncertainty • Multi-step study with small US student sample	• Model showing the impact of uncertainty • on brand choice
Gwin and Gwin (2003)	• Background of positioning • Methods for evaluating brand positioning	• Strategic effects of brand positioning • Application to autos
Jalkala and Keränen (2014)	• B2B brand positioning • Qualitative case approach, 22 managers interviewed	• Alternative brand positioning strategies • Service firms' positioning typology
John et al. (2006)	• Brand concept maps (BCM) approach • Case study using 165 consumers of Mayo Clinic	• Consensus BCM chart using Mayo Clinic example – patients vs. nonpatients
Kaul and Rao (1995)	• Literature review of brand personality, product design, and positioning	• Framework for single product positioning • Multi-faceted mathematical framework
Punj and Moon (2002)	• Psychological categories and positioning options • Exemplar positioning vs. abstraction positioning	• Conceptual model of associative positioning
Urde and Koch (2014)	• Market-oriented and brand-oriented positioning theories	• Continuum of positioning thought from outside-in to inside-out
Evoked set and brand congruence		
Elbedweihy and Jayawardhena (2014)	• Social identity review • Consumer-company level of identification, with background/definition of consumer identification	• Enumeration of consumer identification antecedents and consequences based on self-definitional needs
Hogg et al. (2000)	• Self-image congruence and product/brand evaluation • Self-monitoring • Study with soft drinks; UK sample of 93	• Conceptual model of product and brand choice that focuses on intrinsic congruence and extrinsic congruence
Howard (1963)	• Evoked set described in a chapter of marketing management textbook	• Early recognition of evoked set process and interrelation with branding
Kressmann et al. (2006)	• Direct/indirect effects of self-image congruence on brand loyalty • Study on autos, 600 consumers in a large metro area • Mathematical formulation to yield an image rating	• Tested model showing self-congruity positively affecting loyalty by functional congruity, product involvement, brand relationship quality

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 2. (*Continued*).

Author/date	Key topics	Major contributions
Malär, Krohmer, Hoyer, and Nyffenegger (2011)	• Emotional brand attachment and brand personality – actual and ideal self • Two studies involving the Swiss, 1,329 and 890 diverse respondents	• Framework linking self-congruence and emotional brand attachment • Higher emotional brand attachment for brands exhibiting actual self-congruence
Narayana and Markin (1975)	• Elements of the evoked set • Study involving 74 students	• Inclusion of inert set (brands for which consumer has neither a positive nor negative brand evaluation) and inept set (brands rejected by consumer)
Parker (2009)	• Imagery congruence tied to brand personality and user • Study on self-image perception and user imagery with 272 undergraduates and popular brands	• Stepwise regression of self-brand congruities on attitudes toward several brands
Razmus et al. (2017)	• Personal aspirations and brand engagement • Self-concept study, 480 Polish consumers	• Product brands useful in providing meanings as part of self-concept
Ross (1971)	• Self-concept and brand preference • Study of 247 undergraduate and graduate females	• Derivation of actual and ideal self-concepts using bipolar adjectives
Roy and Rabbanee (2015)	• Antecedents and consequences of self-congruity • Comparison of luxury brand and nonluxury brand	• Model: social desirability, avoidance, status, hedonic use, self-perception
Brand Extension		
Aaker (1990)	• Good, bad, and ugly of brand extension	• Good: associations, awareness, trial buys • Bad: no value added, negative associations, confusion, poor quality, lack of marketing • Ugly: adverse impact, poor quality image, disasters, cannibalization
Aaker and Keller (1990)	• Consumer evaluation of brand extensions • Studies on attitudes and positioning with undergraduates	• Inferred attributes as brand enhancer or detractor, depending on the situation
Ahluwalia (2008)	• The extent to which a brand may be stretched • Four student experiments	• Conceptual framework for processing brand extension information
Kayande, Roberts, Lilien, and Fong (2007)	• How far brand extension can go • Mathematical modeling study, 77 MBA students	• Model for a new product in an existing category – perceptions and preferences
Loken and John (1993)	• Situation where extensions can have a negative effect • Study of 196 women on a fictitious extension	• Unsuccessful extensions shown to dilute brand name
Monga and John (2010)	• Brand elasticity • Five studies of students in southern US	• Stretching linked to thinking holistically and brand functionality vs. prestige
Rahman and Areni (2014)	• Using branding strategies to leverage new products • Product category fit and brand positioning congruity	• Framework integrating brand extension and product positioning strategies

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 3. Selected academic research on brand equity and related topics.

Author/date	Key topics	Major contributions
Brand Equity		
Aaker (1992, 1996)	• The importance of brand equity • Case examples • Measuring brand equity across products and markets • Identification and discussion of equity measures	• Model of brand equity generating value • Brand equity assets: loyalty, name awareness, perceived quality, other brand associations, other proprietary assets
Ahmad and Thyagaraj (2014)	• Brand personality and brand equity	• Literature review on many relevant topics
Broyles et al. (2009)	• Brand equity antecedents and consequences • Review of functional and experiential antecedents • Study of 450 undergraduates	• Structural equation models on antecedents of brand equity and expected consequences
Christodoulides and de Chernatony (2010)	• Literature review of brand equity and its parameters • Enumeration of brand equity methodologies • Firm-based vs. consumer-based brand equity	• Analysis of brand equity topics, with emphasis on conceptual consumer-based brand equity research, consumer-based brand equity measurement research, consultancy-based brand equity measures
de Chernatony, Dall'Olmo Riley, and Harris (2008)	• Criteria to assess brand success • Business criteria: profitability, shareholder equity, market share • Consumer criteria: brand associations, perceived differential advantages • Exploratory research involving 20 leading consultants	• Brand equity criteria enunciated by experts • Recognition of consumer-based brand equity measures
Mirzaei, Gray, and Baumann (2011)	• Brand equity measurement critiqued • Brand equity models, both academic and industry • Financial and nonfinancial industry approaches to measuring brand equity	• Synopsis of major approaches to measure brand equity based on 11 prior studies – described by perspective and data used • Proposed model to measure brand equity
Reynolds and Phillips (2005)	• Brand equity metrics and their comparison • All market shares not created equal	• Measuring brand equity not unidimensional
Brand love and authenticity		
Aaker (2012)	• Winning the brand relevance battle • Competition for brand preference • How a brand can become more relevant	• Noting that a brand with a "must have" feature not available with competitors can achieve a strong market presence
Albert et al. (2008)	• What causes consumers to love their brands • Survey of 843 French consumers • Detailed explanation of distinctive study methodology	• Cluster analysis of words used to explain why consumers have a strong brand love • 11 dimensions of brand love identified
Alexander (2009)	• Brand authentication and brand auras • Co-branding beer case study	• Model of the hierarchy of brand authenticity attributes
Alnawas and Altarifi (2016)	• Model based on brand identity, brand-lifestyle similarity, customer brand identification, brand love, brand loyalty • Survey of 432 hotel guests in Jordan	• Company vs. company view of brand • Brand goals and strategies to achieve them • Key to person's individuality, uniqueness

(*Continued*)

Table 3. (*Continued*).

Author/date	Key topics	Major contributions
Batra et al. (2012)	• Brand love related to the intensity of feelings, based on understanding how consumers actually experience this phenomenon • Two qualitative studies; structural equation modeling	• Brand love tied to high quality, self-brand integration, passion-driven behavior, positive emotional connection, long-term relationship, separation distress, attitude valence, attitude strength, loyalty
Bruhn et al. (2012)	• Better understanding brand authenticity • Analysis of a wide variety of consumer brands • Five studies conducted	• Distinguishes between strongly authentic and weakly authentic brands • Focus on continuity, originality, reliability, naturalness
Morhart et al. (2015)	• An integrative brand authenticity measurement scale • Perceived brand authenticity (PBA) • Literature review and six studies conducted	• Conceptual model of PBA based on continuity, credibility, integrity, symbolism
Napoli et al. (2014)	• Measuring consumer-based brand authenticity • Literature review and four studies conducted	• Value of brand trust and authenticity • Quality commitment, sincerity, heritage in consumer-based authenticity scale
Spiggle, Nguyen, and Caravella (2012)	• Brand extension authenticity • Four studies conducted	• Moderating role of self-brand connection on authentic/inauthentic extensions
van Rekom, Go, and Calter (2014)	• Societal contributions and perceptions of authenticity • Study with 159 respondents, Microsoft in context	• Conceptual model • Empirical structural equation model
Multidimensional scaling (MDS) and related concepts		
Arora (2006)	• Conjoint analysis and product positioning • Study of relative importance of tooth-whitening attributes; 189 residents from midwestern US	• Empirical testing of conjoint analysis in a brand positioning setting based on importance of attributes
Cian (2011)	• Techniques for measuring a brand image • Literature review of techniques	• Measures: attitude scales, Q-sorting, Kelly Repertory Grid, laddering, benefit chains, projection, personality, narration
Doyle (1975)	• Brand positioning and nonmetric MDS • Case studies of brand positioning and MDS	• Use of MDS in brand positioning maps
Green et al. (1969)	• MDS in analyzing the self-concept and brand preference – an empirical application • Study of autos using 45 Wharton graduate students	• How to apply MDS in brand positioning
Hooley (1980)	• MDS and consumer perceptions and preferences • Study of two UK samples with 300 each	• Representative MDS algorithms • Brand mapping and flowchart
Smith and Lusch (1976)	• MDS and positioning a brand through advertising • Student study involving cigarettes and smokers	• Use of MDS to determine the positioning of a brand before and after a repositioning
Wilkes (1977)	• Product positioning based on MDS • Study with 150 each of Ford Granada owners, Mercedes owners, and those not owning either brand	• MDS used to reveal configurations from unfolding analysis by brand
Brand gaps, brand crises, and negativity		
Anker, Kappel, Eadie, and Sandøe (2012)	• Perception-based analysis (PBA) for brand positioning assessment – profiling and prototyping • Study with a student sample of 376, using Nike	• Empirically testing PBA for luster positioning and mapping

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 3. (*Continued*).

Author/date	Key topics	Major contributions
Cleeren et al. (2013)	• Crisis characteristics: negative publicity, blame • Effectiveness of marketing adjustments • Review of product-harm crises using scanner data	• Model of the effects of a product crisis on a brand and its product category • Strategies to use in crises: ad and price
da Silveira et al. (2013)	• Brand identity as dynamic, constructed over time with inputs from managers and social constituents • Draws on a definition from the field of sociology	• Managerial framework that challenges established approaches of brand identity, • Manager/consumer brand perspectives
de Chernatony (1993, 1999)	• Categorizing brands based on input and output process • Brand identity components and management	• Eight-stage brand evolution model • Process used to reduce reputation gaps
French and Smith (2013)	• Brand association strength and consumer-based brand equity approach • Mathematical modeling of brand association strength	• Brand concept mapping (BCM) of McDonald's – one map with positive attributes and one with negative
Lee and Savitt (2009)	• Metacognitive experiences and brand understanding • Perceived unhealthiness of McDonald's; 4 experiments	• Impact of metacognitive experiences on existing brand's image and positioning
Romaniuk, Bogomolova, and Dall'Olmo Riley (2012)	• The effect of consumer usage on image responses • Commercial image study with 600 customers (using data from a 1997 project by other authors)	• Testing of known patterns in image data to learn brand positioning – including positive and negative brand deviations
Trump (2014)	• Connected consumers and negative brand actions • Two studies of undergraduates using Nike brand	• Strongly connected consumers not always forgiving of poor brand behavior

There must be a good fit (alignment) – both internal and external – between the brand and the job/industry in which it is transmitted (Srivastava & Thomas, 2010). Fischer, Völckner, and Sattler (2010) called this the brand relevance in category (BRiC) concept. In doing this, a brand image should be outward looking with some positioning theme consistency, depending on the situation (McIntyre, 1975). And self-branding often depends on the co-branding process, whereby the audience participates in defining the brand. An online reputation is affected by positioning, monitoring, measuring, talking, and listening (Jones, Temperley, & Lima, 2009).

The premise of brand mantras (brand visions) has taken on greater significance for many firms. And it may readily be applied to self-branding. A brand mantra guides internal and internal parties with regard to the purpose and distinctiveness of the company/self-brand. As Keller (1999a, p. 45) explained:

> *Brand mantras* are short three to five word phrases that capture the irrefutable essence or spirit of the brand positioning. Brand mantras are designed to create a mental filter to screen out "brand inappropriate" marketing or any actions that may bear on customers' brand impressions.

How do we want others to view our brand mantra and our specific skill set and career potential?

The success of a brand is ultimately tied to the audience's perceiving a unique and desirable meaning for that brand. As Zaichkowsky put it (2010, p. 548): "Brand identity complements brand equity and it forms an important part of the strategic management of brands."

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 4. Selected academic research on corporate branding.

Author/date	Key topics	Major contributions
Aaker (2004)	• Leveraging the corporate brand • Factors affecting a corporate image and perception	• Model of corporate brand challenges and their potential impact
Anisimova (2014)	• Benchmarking desired corporate image for stakeholders • Types of benchmarking: process, performance, strategic • Study of Australian subsidiaries of three foreign auto makers; 22 interviews with senior managers	• Value of corporate branding among multiple stakeholders – both internal and external
Baumgarth and Schmidt (2010)	• Internal brand equity in a B2B setting • Study involving employees and managers in German firms; 93 companies surveyed	• Identification of attributes that relate to a firm's internal equity: brand orientation, the internal brand commitment, the knowledge of the internal brand, internal brand involvement
Chelminski and DeFanti (2016)	• Ability to enhance competitiveness by leveraging effects of brand heritage on brand trust, self-brand connection, purchase intention, and perceived fair price	• Effective communication of a brand's heritage impact on perceptions of brand, purchase intentions, higher prices
Cole and Flynn (2009)	• Automotive corporate quality reputation: hard to achieve, to lose, and to win back • Review of American Customer Satisfaction Index data and. J.D. Power data for autos • Gap between automotive experts and consumers	• Quality reputation effect on brand equity • Attention and improvement efforts on controllable factors • Proceed consistently in improvements • Do not expect today's quality standards to apply tomorrow • Demonstrate superiority on one or more dimensions mattering to customers
Hamidizadeh and Fard (2016)	• Employee branding model applied to banking industry, 410 Iranian bank employees sampled	• Model which explains that individual and firm values influence employee branding
Raffelt et al. (2013)	• Functional and experiential factors and corporate brand personality • Study 1: impact of company architecture on both professionals and consumers with regard to the brand image and brand personality, 691 architects and architecture students, and 566 nonarchitecture students • Study 2: qualitative in nature, 10 architects surveyed	• Identification of four brand personality dimensions: excitement, competence, stylishness, naturalness
Sirianni et al. (2013)	• Aligning employee behavior with brand	• Value of aligning firm's frontline positioning employees' behavior with its brand positioning and the firm's brand personality
Urde (2003)	• Corporate brands and core company values • Values viewpoints: related to the organization, summarizing the brand, as experienced by customers • Case study involving Volvo	• Interaction between values viewpoints and corporate brand identity • Model of the brand building process involving internal company factors and external consumer factors
Urde et al. (2007)	• Corporate brands with a heritage • Brand image based on corporate heritage • Conceptual paper with case studies	• Elements of brand stewardship: track record, longevity, long-held core values, use of symbols, history importance and relevance to identity • Leveraging brand heritage

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 4. (*Continued*).

Author/date	Key topics	Major contributions
Vukasovič (2009)	• Brand potential index • Coverage of several original brand image models • Interactional survey on the food industry; East European respondents using GfK target positioning method, 800 respondents per country	• Derivation of a brand potential index (BPI) based on behavior, intelligence, and emotion • Identification of factors having the greatest effect on the BPI
Wiedmann et al. (2013)	• Brand heritage and its impact on corporate reputation • Dimensions of brand heritage and corporate reputation • Study with 303 cyclists	• Conceptual model of brand heritage

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Brand longevity

For most firms and individuals, brand longevity is a major goal. From both a branding and self-branding view, two principles come to mind. One, a brand must evolve over time, but retain some consistency to avoid confusion. Two, a brand image must be regularly reinforced.

Keller (1999b) cited several approaches to long-run brand reinforcement and revitalization, with flowcharts for reinforcement and revitalization options: "A long-term vision needs proactive strategies to maintain and enhance customer-based brand equity over time due to external changes in the environment and internal changes in marketing" (p. 120). Brand credibility is essential; brand signals affect perceived quality and perceived risk (Erdem, Swait, & Valenzuela, 2006).

Global issues

When a company or a person wants to establish or sustain a brand outside of the home country, global factors must be considered. For example, Nijssen and Douglas (2011) described the differences among global, foreign, and local positioning; and they developed a framework to better understand the impact of world-mindedness on attitudes in various countries. Strizhakova, Coulter, and Price (2008) examined the meanings of branded products in the US and Romania, Ukraine, and Russia. They concluded that quality is the most critical aspect of brand meaning in a cross-country setting, with personal image, value, and traditions also important.

The role of communication, including new media

Brand communication has a significant effect on brand image, including self-brands; and this is changing with the growth of digital media, which are often uncontrollable. Hollebeek, Glynn, and Brodie (2014) noted three stages of brand engagement for which communication has a role: cognitive processing, affect, and activation. They also looked at brand engagement relationships, including the self-brand connection. Da Silva and Syed Alwi (2008), Syed Alwi (2009), and Syed Alwi and Da Silva (2007) conducted a study of online customers to determine the relationship between online and offline corporate brand images.

Positive word of mouth and acceptable levels of puffery are other communication concepts to be appreciated. Lovett, Peres, and Shachar (2013) devised a framework matching word-of-mouth drivers, brand traits, social, emotional, and functional word of mouth.

Table 5. Selected professional/case study articles on branding.

Author/date/affiliation	Key topics	Major contributions
Overview		
Jones and Bonevac (2013) [BriefLogic]	• Evolved definition of "brand" for consumer decision-making	• Points out semantic differences in the perspectives to "brand"
Jones et al. (2009) [Primark case study]	• Corporate reputation case involving Primark (an Irish retail chain) and the Web 2.0	• Online reputation affected by positioning, monitoring, measuring, talking, listening
McIntyre (1975) [7Up International]	• Multinational positioning strategy • Case study of 7UP	• Outward look at multinational positions • Positioning stability, based on situation
Simon (2011) [Millard Brown]	• Brands in context • Millard Brown's Optimor tool	• Shifting role of brands
Stauffer (2012) [360° Digital Influence Group]	• Shifts in Web use yielding a new branding opportunity • Fast-moving cultural trends fueled by the social Web	• Social brand planning transforming data and behavior to competitive advantage
Tyler (1957) [Leo Burnett Co.]	• Relation of image, brand, and consumer • Emotional brand feelings; several examples	• Identification of types of images: subjective, objective, literal (visual)
Brand personality and brand (product) positioning		
Aziz (2013–2014) [brand strategy specialist]	• Brand positioning and advertising, mental referencing • Hypothetical examples	• Interplay of brand positioning and advertising
Davis and Halligan (2002) [Prophet]	• Extending a brand and optimizing customer relationships • Components of positioning	• Several tips for successful brand extension
Farr and Hollis (1997) [Millard Brown]	• Brand size alone not sufficient; brand attitudes key • Brand image profile analysis	• Discussion of proprietary BrandDynamics Pyramid model
Ries and Trout (1986a, 1986b) [consultants]	• Marketing warfare – way of applying military thinking • Positioning, the battle for your mind	• Types of marketing warfare • Classic trade book on positioning
Tauber (2012) [branding expert]	• "Brand extension" coined by Tauber in 1979 • Summary of brand extension research	• Many brand extension resources at Web site
Uggla (2015)	• Ries and Trout revisited • Positioning in the mind vs. brand extension	• Recent critique of Ries and Trout
Brand equity and related topics		
Biel (1992) [Biel and Associates]	• How brand image drives brand equity • Brand image/brand equity relationship	• Conceptual model based on corporate image, user image, product image itself • Associations driving image and equity
Das, Stenger, and Ellis (2009) [Ipsos]	• Moving to an integrated system of brand equity • Brand-customer relationship phases	• Perception Plus, a brand equity model • Keys to strong brand equity

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 5. (*Continued*).

Author/date/affiliation	Key topics	Major contributions
Lum and Lum (2005) [marketing consultants]	• Impact of CEO behavior on company results	• Analysis of Martha Stewart brand crisis
Miller and Berry (1998) [Lieberman Research, Lisette Berry & Associates]	• Challenges the assumption that advertising primarily works by changing consumer attitudes to brands • Tracking study on service category's challenges	• Key findings: Advertising's influence on market share by lifting brand salience • Limited ad impact on brand image
O'Reilly (2015) [*Business Insider* editor]	• Controversial Super Bowl TV ad by Nationwide Insurance, generating the most negative social media	• How a disliked ad can backfire on a company's brand
Weinberger (2008) [HBR case study]	• Authenticity real or merely marketing? • One hypothetical scenario, with expert analyses	• Practical considerations on authenticity • Associations driving image and equity
Corporate branding		
Dubey and George (2012) [Airtel case study]	• Re-branding Airtel	• Real re-branding case study
Harris (2007) [Thought-engine]	• Importance of employees in customer experience • Inward perspective to balance external relationships	• Internal branding steps
Huang, Kobayashi, and Isomura (2014) [UNIQLO case study]	• UNIQLO evolving its value proposition • Use of distinctive corporate branding	• How a firm can re-define its identity while in the process of transformation
Seaford, Culp, and Brooks (2012) [Starbucks case study]	• Starbucks' corporate image and its continuity • Creating and evolving an integrated brand	• Consistency of Starbucks' brand image despite the firm's expanding product mix
van Reenen (2010) [Siemens]	• Internal branding at Siemens and the "Innovation Forum"	• How Siemens has used internal branding

They found that 13 brand factors most affect word of mouth. They also did an offline/online analysis on highly-cited brands.

According to Xu and Wyer (2010), puffery occurs if little information is provided to support a brand/product claim. Xu and Wyer Jr. indicated that consumer perceptions of puffery depend on whether they perceive themselves as more knowledgeable about a product than others.

Brand personality and brand (product) positioning

Table 2 recaps selected academic research on brand personality, brand (product) positioning, the evoked set and brand congruence, and brand extension; part of Table 5 notes the professional/case study literature in this area. There are lessons for self-branding in these topics.

Brand personality

There has been a lot of research on the formation and perception of brand personalities. A widely cited article on brand personality that is useful in self-branding is by J. Aaker (1997),

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 6. Selected research – both academic and professional – on self-branding.

Author/date/affiliation	Key topics	Major contributions
Academic literature		
Bandinelli and Arvidsson (2012)	• Self-branding by knowledge workers • Ashoka Foundation's "changemaker" concept	• Branding oneself a social entrepreneur/changemaker
Bennett (2011)	• Role of mindfulness in brand manager's self-direction • Consequences of experience on self-efficacy • Survey of 524 UK brand managers	• Self-branding model for brand managers • Study showing self-efficacy and brand manager's perceived performance
Chen (2013)	• Personal branding on social media (YouTube) • Qualitative study of 45 people with personal videos	• Three stages of personal branding on YouTube: extract, express, exude
Chung and Ahn (2013)	• Role of personal differences in online brand personalities • Study with 164 southwestern US students	• Web site structure key in attitude to that site; personality a moderator; interaction effect of one's personality and brand personality on attitude and intent
Dutta (2010)	• Personal social media strategy	• Four types of social presence identified
Edmiston (2014)	• Assisting students in a professional online presence • Small student surveys conducted	• Ten-step process for developing a professional online presence
Evans (2009)	• Applies marketing concepts to self-branding • Importance of a "unique selling proposition"	• Self-branding process for career growth • How to market a self-brand
Harris and Rae (2011)	• Personal branding and social networking • Importance of personal branding	• Discussion of tools for building a personal brand
Meadows and Buckley (2014)	• Personal business plan as a detailed, practical approach to evaluating and implementing a strategy in support of one's next career steps	• Personal branding approach: develop and state personal mission; identify resources needed; identify challenges and obstacles and how to circumvent them; research opportunities; review legal requirements
Noble et al. (2010)	• Personal brand building in academe – scholarly prominence in marketing • Study on 30 scholars using perceived eminence and real accomplishments; scholars rated by 300 AMA members	• Personal branding concepts applied to academe
Parmentier, Fischer, and Reuber (2013)	• Positioning personal brands in established fields • In-depth discussion of personal branding • Study with a fashion model sample in Montreal	• Crafting one's portfolio, demonstrating upward affiliations, complying with occupation standards • Contrasting product/brand positioning with personal brand positioning
Ross (1971)	• Ideal, preferred, and actual self • Study of 247 undergraduate and graduate students	• Importance of self-concept
Scott, Sinclair, Short, and Bruce (2014)	• Impact of Facebook on personal branding due to an escalation in incorrect and non-standardized language use (e.g. text speak) • Experiments using six Facebook profiles	• In experiments, no impact of language on attractiveness; those using correct language perceived as more intelligent, competent, and employable

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 6. (*Continued*).

Author/date/affiliation	Key topics	Major contributions
Sepp, Liljander, and Gummerus (2011)	• Motivation of bloggers • Literature review of possible gratification: process • Study of 12 Estonian bloggers	• Numerous examples of process, content, and social reasons for blogging
Shepherd (2005)	• Too little interest by the formal marketing discipline in self-marketing and personal branding • Theoretical basis of self-marketing and personal branding	• Identifies some conceptual, practical, and ethical problems related to self-marketing
Professional literature		
Arms (2014)[Kelly Services]	• Building a personal brand in four weeks	• Four steps: define personal brand, clean up social media, create a digital portfolio, fortify personal brand
Arruda (2003) [Reach]	• Brand "you"	• Several tips for building a personal brand
Bence (2008a, 2008b) [branding expert]	• A quiz on personal branding • How to master one's personal brand	• Good self-assessment questions • Ten tips for better personal branding
Brainy Quotes (n.d. [Web site]	• Reputation quotes	• Reputation observations from a cross section of prominent people
M. Brown (2013) [customer service and management expert]	• Building a personal brand	• Tips on starting out in building a personal brand
R. Brown (2011) [author, *How to Build Your Reputation*]	• Aspects of reputation management	• How to best manage a personal reputation, with more than forty tips
Career Advisory Board (2014) [Web site]	• What hiring managers expect from new employees • Annual job preparedness survey	• Employer expectations for entry-, mid-, and senior-level employers
Clark (2011) [Clark Strategic Communications]	• Reinventing one's personal brand	• How to change one's image and create new opportunities
Dunnett (2014) [*Director* magazine editor]	• An individual's evolving personal brand • Emphasis on positive attributes	• Suggests a regular personal audit and self-assessment
Evans (2014a, 2014b, 2014c) [career presentation, Web site, radio interview]	• Preparing for career success • Self-branding as a key career tool	• Coverage of a number of self-branding concepts • Self-assessment questions
Haden (2014) [*Inc.* editor]	• Impact of incorrectly used words on personal image	• 32 examples of words used incorrectly
Hebberd (2013) [Link Humans]	• Skills most desired by employers • Includes data-based infographic from Youtern.com	• Divergence between skills sought and how job seekers describe themselves
Holmes (2014) [*Wall Street Journal* writer]	• Developing a personal presence on social media and in real life	• Aspects of a social presence: how you look, communicate, and behave
HubSpot (n.d.) [Web site]	• Mastering a professional brand • Includes goal setting, optimizing social media, best online practices, examples, and other tips	• Detailed guide to professional branding • Large number of suggestions
Hyatt (2010) [*Fortune* writer]	• Building your brand and keeping your job	• Several short cases on personal branding

(*Continued*)

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Table 6. (*Continued*).

Author/date/affiliation	Key topics	Major contributions
Institute for the Future (2011) [Web site]	• Most important work skills in 2020 • Drivers of change	• Provides direction for long-term self-branding
Morgan (2011) [Hypernicon Group]	• Making a positive impression on the decision-makers in a firm and building a professional presence	• Many tips on making a positive impression
Murphy (2010) [Martha Stewart case study]	• Impact of media coverage on a reputation • Focus on timeline related to Martha Stewart	• Analysis of Martha Stewart brand crisis
Oliver (2008) [Focus Marketing Communications]	• Building your own brand	• Several British examples of senior managers' self-brands over their careers
Poeppelman and Blacksmith (2014) [Aptima, George Washington University]	• Personal branding via social media • Psychology-based article	• How to begin building a personal brand online
Price (2014) [Placester]	• An A to Z guide for personal branding	• Interesting infographic on the personal branding activities to undertake
Roffer (2001) [Big Fish Marketing]	• Retooling after a job layoff • What employers can do (outplacement)	• How and why employers should help employees with their personal brands
Shane (2015) [Careerealism]	• Building an online brand reputation	• Ten tips provided
Sills (2008) [consultant]	• Becoming your own brand	• Why self-branding is so valuable
Ulrich and Smallwood (2007) (RBL Group]	• Process for building a personal leadership brand	• Steps: results sought, what to be known for, define the identity, devise leadership brand statement, make brand identity real
Vitberg (2010) [Bonadis Group]	• Developing personal brand equity • Takes the perspective of the accounting profession	• Steps involved in building personal brand equity
Waldman (2013a, 2013b) [Career Enlightenment]	• Having a good personal brand without being a jerk • Getting Googled by others	• Tips for having one's personal brand viewed positively
Warshaw, Caplin, and Moore (2011) [*Fortune* writers]	• The ultimate career makeover • Changing careers and the self-brand	• Case studies of successful people who changed careers, re-branding themselves

who derived a five-element brand personality scale: sincerity, excitement, competence, sophistication, and ruggedness. Her scale was tested by Phau and Lau (2001) and Maehle and Supphellen (2011). And in analyzing brand personality perceptions, Ivens and Valta (2012) tested four of her brand personality clusters: sincerity, excitement, competence, and sophistication.

Grohmann (2009) developed and tested a scale with gender items measuring masculine–feminine brand personalities as human traits. In a business-to-business setting, Veloutsou and Taylor (2012) summarized brand personality dimensions from nine prior studies and identified more than a dozen "brand as person" characteristics.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Brand (product) positioning

This is a vital element related to self-branding. As Evans and Berman have stated (2015, p. 310): With brand positioning, a firm [person] can map its brand/s in terms of target audience perceptions and desires, competition, other brands, and environmental changes. Perceptions are brand images, both a firm's/person's and competitors,' in people's minds. Target audience desires refer to attributes which this audience would most like a brands to have.

Positioning has been researched from many perspectives. According to Urde and Koch (2014), market-oriented positioning is an outside-in approach focusing on brand image; brand-oriented positioning is an inside-out approach focusing on brand identity. Urde and Koch devised a continuum of positioning theories from market-oriented to brand-oriented. Fuchs and Diamantopoulos (2010, 2012) studied strategies such as benefit and surrogate positioning. They rated effectiveness on dissimilarity, uniqueness, familiarity, and credibility. Anana and Nique (2010) studied fuzzy brand promises – functional, symbolic, and experiential – and how to more clearly deliver on them.

Brand mapping as a positioning tool has also been the subject of research. For example, John, Loken, Kim, and Monga (2006) introduced a brand concept maps approach and applied it to the Mayo Clinic. Arabie, Carroll, DeSarbo, and Wind (1981) discussed positioning clusters and demonstrated that positioning clusters may be overlapping, rather than discrete.

The evoked set and brand congruence

The perception of a brand, including a self-brand, partially depends on where it falls in the consumer's evoked set and how congruent it is with specified criteria. The evoked set concept was first described by Howard (1963) and is a vital process today. It was expanded upon by Narayana and Markin (1975): The brands in a product class of which the consumer is aware comprise the awareness set. From among this brand set, the consumer makes a choice. But the consumer is apt to narrow the category further to a smaller group of brands – an evoked set. This entails more than ensuring awareness of a brand's existence.

In congruence, a brand must be viewed as consistent with the target audience's desires and background. Ross (1971) studied the self-concept and brand preference, and derived actual and ideal self-concepts using bipolar adjectives to measure congruence. Hogg, Cox, and Keeling (2000) and Razmus, Jaroszyńska, and Palęga (2017) examined self-image congruence and product/brand evaluation, as well as product/brand choice based on intrinsic and extrinsic congruence. Roy and Rabbanee (2015) reviewed self-congruity antecedents and consequences, and designed a model based on social desirability, status, and self-perception. Kressmann et al. (2006) found that there were direct and indirect effects of self-image congruence on brand loyalty.

Brand extension

There are implications for self-branding with regard to brand extension. One consideration (risk) is knowing how "elastic" a brand is (Monga & John, 2010). How far can we take an extension before diluting the overall brand value? Consider this:

> Well-established brands can be hurt by certain kinds of brand extensions. Extensions delivering attributes that are at odds with what consumers expect from the brand can produce dilution of the specific beliefs associated with the brand. Our findings confirm that there is risk in launching brand extensions with attributes that are incompatible with or negate favorable family brand beliefs. (Loken & John, 1993, p. 81)

Aaker (1990) has done an excellent job of describing the good, bad, and ugly aspects of brand extension: Good extension yields brand and quality associations, awareness, and an enhanced core brand. Bad extension results in no value added, negative associations, confusion, a poor fit, poor perceived quality, and insufficient marketing. Ugly extension has an adverse brand impact, weak associations, and an impact on image quality, and can cause cannibalization. Also, inferred traits can be a brand enhancer or detractor, depending on the situation (Aaker & Keller, 1990).

More recently, Rahman and Areni (2014) showed how to use branding strategies to leverage new products. They presented a framework integrating brand extension and product positioning.

Brand equity and related topics

Table 3 shows academic research on brand equity, brand love and authenticity, multidimensional scaling (MDS) and related concepts, and brand gaps, brand crises, and negativity; part of Table 5 notes professional/case study writing in this area. There are self-branding lessons in these topics.

Brand equity

Through a branding strategy, a firm or person seeks strong brand equity:

> The purpose of brand equity metrics is to measure the value of a brand. This encompasses the name, logo, image, and perceptions that identify a product, service, or provider in people's minds. In time, a brand embodies a promise about quality, performance, or other dimensions of value, which can influence choices among competing products. (Common Language in Marketing: Dictionary, n.d.)

From a self-branding perspective, appropriate brand equity measures are critical.

A comprehensive review of the brand equity literature was conducted by Christodoulides and de Chernatony (2010). They cited many brand equity methodologies and their characteristics; and the discussion included an analysis of firm-based vs. consumer-based equity, conceptual consumer-based equity, consumer-based equity measurement, and consultancy-based equity.

Aaker (1992, 1996) identified several measures of brand equity assets across products and markets that also apply to self-branding, such as loyalty, name awareness, perceived quality, other brand associations, and other proprietary assets. Typically, measures differ by type of stakeholder. For example, according to de Chematony, Dall'Olmo Riley, and Harris (1998), business-oriented brand equity criteria include profitability, shareholder equity, and market share; consumer-based criteria include brand associations and perceived differential advantages. Broyles, Schumann, and Leingpibul (2009) examined brand equity antecedents and consequences using structural equation models.

Brand love and authenticity

These concepts should be considered when planning for strong brand equity. With brand love, there is a very high regard for a brand that often leads to loyalty. As Batra, Ahuvia, and Bagozzi (2012) noted, brand love relates to the intensity of feelings, high perceptions of quality, self-brand integration, positive emotional connections, long-term relationships, anticipated separation distress, attitude strength, and other factors.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Albert, Merunka, and Valette-Florence (2008) identified 11 dimensions of brand love – from passion for the brand to a declaration of affect (feeling toward the brand). Aaker (2012) concluded that a brand with a "must have" feature (attribute) not available with competitors can achieve a strong market presence. This conclusion is also valid for self-branding. In addition, Alnawas and Altarifi (2016) examined a framework comprising brand identity, brand-lifestyle similarity, customer brand identification, brand love, and brand loyalty.

Brand authenticity contributes to positive brand equity when claims about a brand are seen as truthful and consistent with the brand mantra/aura (Alexander, 2009). In their analysis of consumer brands, Bruhn, Schoenmüller, Schäfer, and Heinrich (2012) distinguished between strongly and weakly authentic brands; they found that continuity, originality, reliability, and naturalness were most important. Morhart, Malär, Guèvremont, Girardin, and Grohmann (2015) developed a brand authenticity measurement scale based on perceived authenticity. They highlighted continuity, credibility, integrity, and symbolism. In testing a consumer-based authenticity scale, Napoli, Dickinson, Beverland, and Farrelly (2014) focused on quality commitment, sincerity, and heritage.

Multidimensional scaling (MDS) and related concepts

Brand equity measurement tools have been discussed for decades. One of the longest-running tools is MDS; and it can readily be applied to self-branding. Green, Maheshwari, and Rao (1969) used MDS to analyze the self-concept and brand preference, including how to use MDS in positioning. Doyle (1975) used nonmetric MDS to derive brand positioning maps. Smith and Lusch (1976) applied MDS to determine a brand's positioning before and after a repositioning. Hooley (1980) presented an overview of representative MDS algorithms, along with brand mapping and a related flowchart.

Other brand equity measures have also been cited in the literature. For example, Arora (2006) empirically tested conjoint analysis in brand positioning based on attribute importance. And Cian (2011) cited and described various image measures, including attitude scales, Q-sort groupings, the Kelly Repertory Grid, laddering, benefit chains, projection, personality, and narration.

Brand gaps, brand crises, and negativity

One branding difficulty that may arise is "brand gaps." This occurs if brands are not perceived in the manner intended. Corrective action (revamped positioning, modified features, and so forth) is then a must. In general, these three concepts come into play. One, what are the ideal brand attributes desired by a target audience for a given brand? Two, how is a given brand actually perceived by a target audience? Three, what are the actual traits that a given brand represents? An undesirable gap exists when an ideal brand is not what customers perceive that a given brand represents and/or when a perceived brand is not representative of the actual brand. Brand gaps can occur in self-branding if the proper strategy is not enacted.

According to de Chernatony (1993, 1999), brand gaps can be minimized through an eight-stage brand management process tool that reduces gaps in brand reputation – and that incorporates both brand inputs and outputs. Similarly, da Silveira, Lages, and Simões (2013) concluded that a brand identity is dynamic and constructed over time; and they postulated that various constituencies, such as managers and consumers, perceive brands – and their gaps – differently.

With regard to brand crises, such events are often due to negative publicity and the resultant blame placed on the brand in given situations. Cleeren, van Heerde, and Dekimpe (2013) studied how to overcome product-harm crises and came up with a conceptual model as to the effects of a product crisis on a brand and its product category. An example of a corporate/self-brand crisis involved Martha Stewart who was convicted of insider trading (Lum & Lum, 2005). It took quite a while for the Martha Stewart brand to bounce back.

Negativity can occur when certain brand attributes are viewed poorly, sometimes over a long time. Trump (2014) found that strongly connected consumers (those with a high level of brand love) do not necessarily forgive poor brand behavior. For example, McDonald's has been heavily criticized for the unhealthy nature of many of its fast-food items. As a result, it has introduced several healthy items. French and Smith (2013) used brand concept mapping (BCM) to show McDonald's strengths and weaknesses – one map with positive attributes and one with negative.

Corporate branding

Table 4 shows academic research on corporate branding; part of Table 5 notes professional/case study writing in this area. There are self-branding lessons in these topics, since corporate branding and self-branding have a lot in common – including internal and external dimensions.

As with self-branding, most firms, including virtually all business-to-business firms, emphasize their corporate names to convey overall brand positioning messages to stakeholders. Wiedmann, Hennigs, Schmidt, and Wuestefeld (2013, p. 202) noted:

> The heritage aspect of a [corporate] brand adds the association of depth, authenticity, and credibility in the tension between the past, present, and future. A firm deeply rooted in tradition can use its long, rich heritage to emphasize an unambiguous identity, which is strongly connected with reputation and perceived image. The continuity with the past illustrates an effort to achieve trust and recognition as a heritage brand between the organization and its stakeholders.

According to Urde, Greyser, and Balmer (2007), corporate brand stewardships include the track record, longevity, long-held core values, use of symbols, and relevance of past history to the brand identity. And Chelminski and DeFanti (2016) researched the effect of brand heritage on purchase intention, perceived fair price, brand trust, and self-brand connection.

Vukasovič (2009) constructed a brand potential index (BPI) based on behavior, intelligence, and emotion. Anisimova (2014) assessed the value of corporate branding among internal and external stakeholders. Raffelt, Schmitt, and Meyer (2013) looked at the relationship between functional and experiential factors and corporate brand personality. They cited four brand personality dimensions: excitement, competence, stylishness, and naturalness. Sirianni, Bitner, Brown, and Mandel (2013) focused on aligning employee behavior with a firm's brand positioning and brand personality. Hamidizadeh and Fard (2016) examined the impact of employee branding on banks' market share.

A self-branding strategy

Each of the topics we have discussed thus far – a branding overview, brand personality and brand positioning, brand equity, and corporate branding – has an interaction with

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

self-branding. As noted, our discussion and literature review of those concepts is intended to put self-branding in context. Now, we scrutinize self-branding from a strategic perspective, including a self-branding overview, steps in self-branding, differentiation/positioning, mastering self-branding, self-brand management and re-invention, creating and sustaining an online self-brand, and examples of self-branding.

Self-branding overview

As stated earlier, self-branding reflects how we want to be perceived by employers, potential employers, peers, and others; it is a major component of long-term career success. In self-branding, an individual develops and markets him- or herself in the same manner a product brand would be marketed. A "product" is a bundle of attributes that are offered to a target audience (Evans, 2009).

A person must work conscientiously to ensure that he/she is perceived as providing some combination of unique features (product differentiation) and that these features are desired by the target audience (such as employers), thereby creating a unique selling proposition. When a job applicant is unknown in the marketplace, he/she must clearly communicate his/her attributes. When a job applicant is known, he/she must proactively reinforce a positive image and communicate why that person's career is still in its ascendency. For a long-term executive in an industry, once marketplace perceptions are formed, they may be hard to adjust (Evans, 2014b).

Self-branding by a single person takes many forms, depending on the situation and the role being played. Although this article deals with professional self-branding, we also generate different self-brands in our roles as family member, friend, and so forth. The attributes necessary to be perceived as an excellent parent are quite distinct from those required to be perceived as an expert in one's professional field (Evans, 2014c).

Why do so many people have trouble really understanding their own self-branding strategy? There are several reasons: Self-reflection is something that many of us do not do often enough. We rarely recognize the importance of self-branding in our everyday lives. We don't often consciously ask ourselves: How do other people perceive me? Why? How does this compare to my concept of my self-brand? Many people cannot articulate – even to themselves – what their self-brand is. Some people have difficulty responding to this: "Tell me something about yourself." First of all, this is situation specific. Second of all, after mentoring numerous people over the years, it is still surprising how many of them need time to answer to this statement (Evans, 2014c).

With regard to self-branding, there are not only excellent articles in the academic literature; the trade literature is also quite strong. Table 6 highlights the selected literature on self-branding.

Figure 1 shows a number of factors that impact on a person's professional self-brand. On the left side are eight factors that affect a person's perceived professional self-brand. Gap analysis involves the ideal self-brand, the perceived self-brand, and the actual self-brand. *Please note:* A person's self-brand is not static, nor is the way others perceive us static. We need to pre-emptively and regularly strive to enhance our self-brand.

As with any type of brand, the perception of one's self-brand is influenced by the *target audience* engaged with that brand. It could be a present employer, a potential employer, colleagues, peers outside the firm, and others. *Tangible credentials* are objective, easily

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

observed accomplishments: education, years of experience, positions held, job responsibilities, professional memberships, and so forth. *Intangible credentials* are more subjective and sometimes harder to convey: the reputation of one's employer(s), skills as a team leader, level of motivation, one's contribution to a past employer, and so forth. The *communicability of credentials* encompasses two basics: (1) Tangible credentials are easier to convey than intangible ones. (2) It is our responsibility to clearly and distinctively communicate our self-brand in every way and medium possible.

The *position (job) involved* sets the expectation boundaries for the target audience(s). The expectations for a marketing analyst, a brand manager, and a chief marketing officer differ significantly – as do the perceived self-brands. The *stage in the career* affects the audience's perceived self-brand in a slightly different way. It is expected that we enhance the attributes associated with our self-brand as we move through career stages and that we "grow" over time. *Recommendations* from employers, colleagues, and others affect our perceived self-brand. That is why LinkedIn recommendations are so valuable. Our *portrayal in social media* has (1) information that is controlled/provided by us and (2) information that is controlled/provided by others.

As a result of these eight factors, there are three perspectives for any self-brand: *ideal self-brand*, *perceived self-brand*, and *actual self-brand*. These concepts are best illustrated through these questions: For a given position/career path, what is the ideal set of attributes sought by the employer? For a given position/career path, what is the perceived self-brand of each candidate by the employer? For a given position/career path, what is the actual set of attributes that you (the prospective employee) possess? Through *gap analysis*, each person can learn the difference between the ideal self-brand sought, the perceived self-brand for that person, and the actual self-brand of that person. Then, the person should resolve to narrow these gaps – such as enrolling in a course to learn more about total quality marketing or better designing a social media profile.

The steps in self-branding

Self-branding does not involve one step, a haphazard series of steps, or a one-time effort. Self-branding must be systematic, thorough, consistent across all communications media, and continuous.

Figure 2 is a detailed, systematic self-branding process that should be a part of one's career planning – during all stages of a career. At the center of Figure 2 are the major steps to follow; to the left and right are specific suggestions about self-branding at three specific steps in the process.

The first step in the process, sometimes overlooked, involves doing a *critical self-assessment*. This is a personal SWOT (strengths-weaknesses-opportunities-threats) analysis. During this step, it is essential that we be honest with ourselves! The subsequent steps should not be done until self-assessment is completed. Table 7 consists of 31 questions that we can address during our self-assessment. EACH of these questions is important; since people are sometimes impatient, there is a tendency to skip or downplay some questions. Furthermore, self-assessment should be a regular activity, such as an annual self-audit. And it should be done at every stage of our career.

Next, there should be *research on job trends* occurring in the marketplace, as well as *research on specific career paths*. Research can be a guide in choosing among specific

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

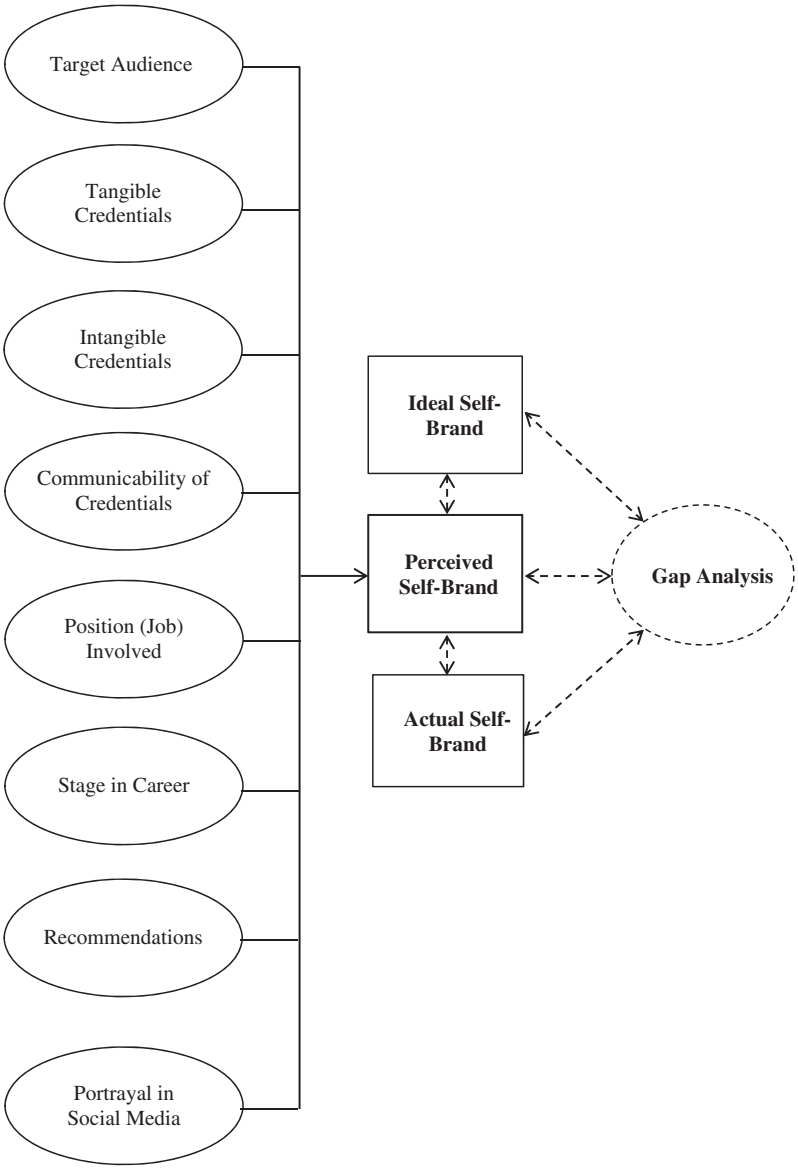

Figure 1. Selected factors impacting one's professional self-brand.

industries, job titles, job functions, career paths, the attributes that employers desire, and more. According to research by the Institute for the Future (2011), these are ten skills that employers will most desire in 2020: sense making, social intelligence, novel and adaptive thinking, cross-cultural competency, computational thinking, new media literacy, trans-disciplinary, design mindset, cognitive load management, and virtual collaboration. Now, we can *determine current and future career goals*.

At the *skill-building* stage, the previous steps are reviewed; and a person determines what specific strengths and weaknesses need to be adjusted. To do this, we need to realize what is required for specific career paths and to focus on our points of distinction.

Next, we are ready to *create and continuously update our self-brand*. This requires regularly updating and customizing a resume and other documents, as well as not being too abrupt in shifting one's self-brand concept. In *communicating one's self-brand*, it is important that we seek and listen to feedback from others and use LinkedIn and other networking groups.

What is the result of all of this planning and action? We should able to "work at jobs that best fit our evolving skill set and offer the most long-run potential to further enhance our brand." For people to see if they are on the right track, they could take Bence's (2008a) personal branding quiz.

Differentiation/positioning

As with corporate and product brands, the key to successful self-branding is to create and maintain a distinctive, believable, and desirable brand position that differs from others in the career/job marketplace. According to Arruda (2003, p. 58):

> Like a corporation, you need to differentiate yourself and build demand in your target markets. Personal branding is about understanding your unique combination of attributes – strengths, skills, values, and passions – and using those to differentiate yourself and guide your career decisions. Whether you're a senior executive, the president of your own company, or a worker at a small organization, managing your brand is critical to achieving your professional goals.

The self-branding vocabulary is a guide for the target audience in differentiating/positioning a self-brand. Ulrich and Smallwood (2007) cited over 110 positive attributes that can be used as self-descriptors, ranging from accepting to insightful to quality-oriented to values-driven. In contrast, Haden (2014) cited 32 words often used incorrectly, they do not reflect well. These include affect and effect, compliment and complement, principal and principle, and it's and its.

The focus of self-branding needs to be clear. For example, could you brand yourself as an "eminent marketing scholar"? This topic was studied by Noble, Bentley, Campbell, and Singh (2010, p. 324):

> The results here show powerfully that the common mantra to focus primarily on top-tier publications in the development of one's career is well-founded. Top tier or "A"-level publications were not only significantly correlated with eminence but, when treated as a control variable, they removed most of the other significant individual influences considered.

Figure 3 shows an illustrative self-brand positioning map. It is based on just two criteria: level of experience and perceived expertise. In this instance, Candidate D is the obvious choice.

Mastering self-branding

How does one become a self-branding master? Bence (2008b, pp. 22) has this take:

> What do Sir Richard Branson, Barack Obama, and Suze Orman [a personal finance expert] have in common? They have built personal brands that propelled them to the top of their careers and lives. Like other successful personal branders, they took the time to define, communicate, and protect their brands.

Here are Bence's (2008b, pp. 22–23) top five brand mastery tips: (1) "You have a personal brand by virtue of working. It's up to you to see where your brand is strong and where it could use improvement." (2) "It's critical to keep in mind that your personal brand is not

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

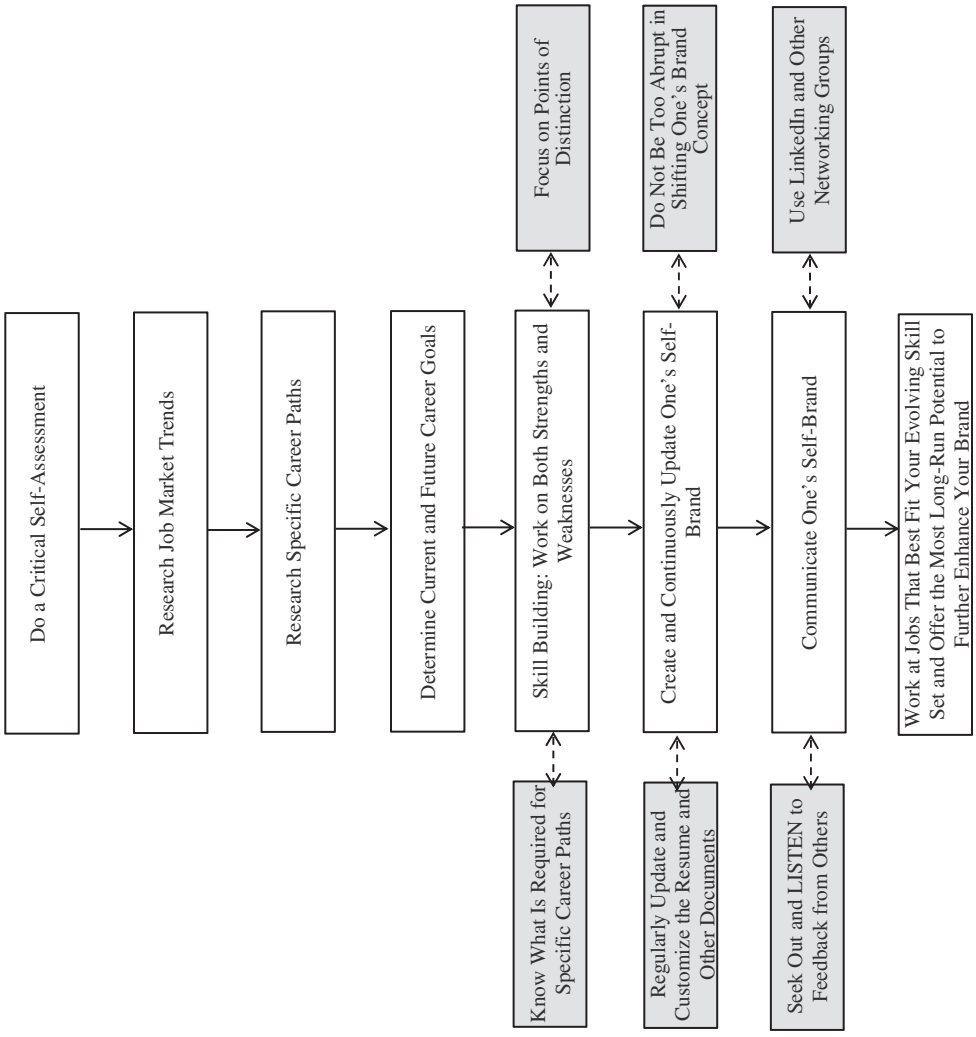

Figure 2. Self-branding and career planning (at any stage in one's career).

Table 7. A self-branding SWOT Analysis.

(1) In 15 words or less, what is my current professional self-branding statement? Is this statement distinctive enough?
(2) Is my professional self-brand positioning known and clear to others?
(3) Do I recognize that my self-brand positioning must evolve as my career advances?
(4) Do I recognize how tough it will be to re-position my self-brand once it is established?
(5) What are my short-term career goals?
(6) What are my long-term career goals?
(7) What are my short- and long-term goals in terms of job advancement and earnings?
(8) How flexible am I in my career options?
(9) What are my greatest strengths? How can I best capitalize on them?
(10) What are my greatest weaknesses? How can I best address (minimize) them – and perhaps even turn them into a strength?
(11) Am I a self-starter or do I need a structured work environment?
(12) What types of activities do I most like doing? (e.g. Working with people? With data? With technology?)
(13) What types of activities do I least like doing? (e.g. Working with people? With data? With technology?)
(14) Do I want a career that will constantly challenge me?
(15) Do I have the potential to supervise people? The potential to lead a company?
(16) How important is career success to me? Will my career be more important to me than anything else?
(17) What kinds of jobs are expected to flourish over the next several years? What kinds face decreasing demand by employers over the next several years?
(18) What industries and companies offer the best job opportunities over the next several years? The worst opportunities?
(19) Would I rather work in a large or a small company?
(20) Would I like to eventually work for myself?
(21) Am I willing to relocate to get a good job?
(22) In 10 years, would I be unhappy if I did not hold a top management position?
(23) At each stage in my career, what would be my ideal job?
(24) For what job am I currently best qualified? Am I the best candidate (person) for that job?
(25) How do I become the best candidate (person) for that job?
(26) In 15 words or less, what will be my professional self-branding statement at the peak of my career? Is this statement distinctive enough?
(27) Am I actively acquiring new skills to stay current and to be distinctive? What new skills should I be acquiring now?
(28) Do I use social media to position my self-brand to various constituencies?
(29) Do I regularly "Google" myself to see what information is most readily available to others? What do I do to counter-act negative information?
(30) Do I regularly show my credentials and self-branding statement to peers for their insights and feedback? Do I follow their suggestions?
(31) Do I follow the principles of integrated marketing communication (IMC) and present a consistent self-brand across all media platforms and in all professional situations?

Source: Very loosely adapted from Evans (2009, 2014a, 2014b, 2014c).

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

what you think it is but it is what others perceive it to be." (3) "A common misconception about personal branding is that it's self-centered and all about you. It is about your audience." (4) "If there is a gap between what your audience thinks and feels about you and what you want them to think and feel about you, your personal brand should be strengthened." (5) "Many people believe personal branding is about how you 'execute' your brand, but true personal branding starts with a crystal clear definition."

Self-brand management and re-invention

Let us now examine how a person's self-brand changes as he or she moves through a career and the act of re-inventing/re-branding ourselves. Figure 4 highlights both notions.

Annually, the Career Advisory Board conducts a "Job Preparedness Indicator Study." Included is a look at what employers expect of employees as they move through different stages of their careers. In a recent report, the Career Advisory Board (2014) found the following:

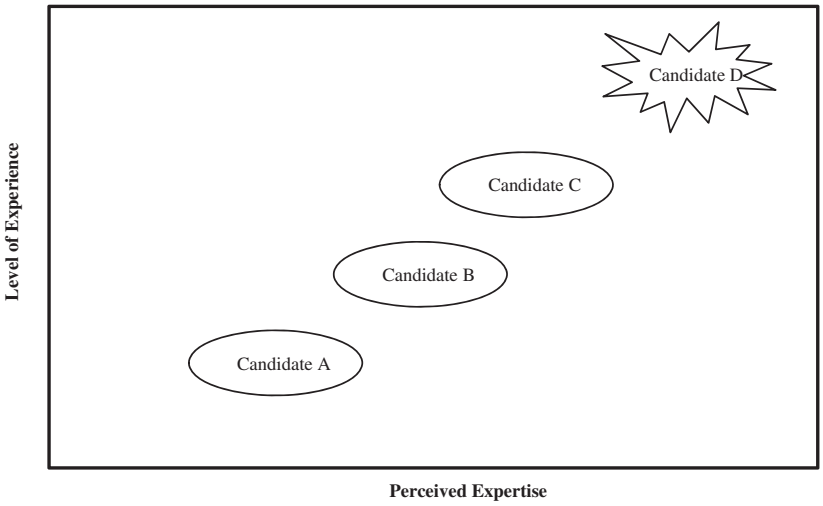

Figure 3. An illustrative self-brand positioning map.

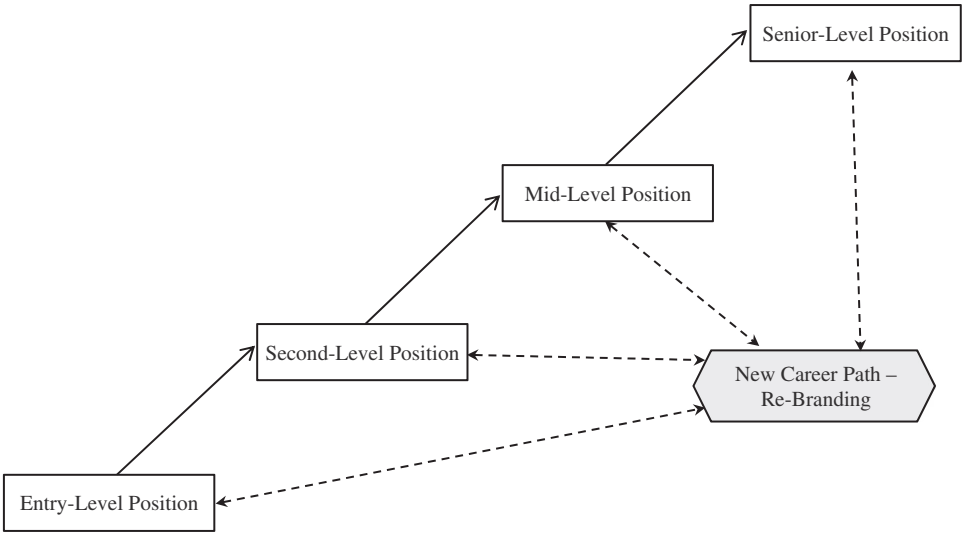

Figure 4. An illustration of a career ladder approach to self-branding.

- Employers of entry-level candidates: "Managers hiring recent college graduates rated high integrity, a strong work ethic, accountability, self-motivation, and strong basic interpersonal ability as the most critical attributes for successful candidates. Tangible skills like technology, decision-making, presentation, and risk-taking skills are not essential."
- Employers of mid-level candidates: "Managers ranked many skills with about the same level of importance as at the entry-level. The most vital skills were slightly more common at the mid-level than the entry-level, though the most critical skills and attributes of high integrity and accountability were still not considered 'very common' among mid-level job seekers. At the mid-level, the most significant gap between what

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

hiring managers need and what candidates are delivering is seen in the area of written communication."

- Employers of senior-level candidates: "Most skills increased in importance and commonality. More is expected, but candidates also bring more to the table. The exceptions, or where we see the widest gaps, are in the skills and attributes of high integrity, adaptability, and strategic perspective. Similarly to last year, we see more gaps at the senior-level than any other level."

Re-inventing/re-branding may be needed at any point in one's career, based on a job ceiling, boredom, a dislike of job functions, or other personal factors. It may also be needed when a person is terminated from a job or does something to harm his/her reputation (see Brown, 2011). Sometimes, re-positioning may mean a step back in a career ladder or a lateral move at less pay. Other times, especially if a person has enhanced his/her skill set in a new direction, better opportunities may arise.

Clark (2011, p. 79) summed up personal re-branding quite well:

> People re-invent themselves all the time – to take on a new challenge, shift into more-meaningful work, or rebut perceptions that have hindered career progress. Some changes are major. Some re-branding is subtle. Taking control of your personal brand may be the difference between an unfulfilling job and a rewarding career.

Creating and sustaining an online self-brand

An online self-brand persona is affected by both the content that we control and the content about us (or our employer) that is posted/uploaded by others. To monitor external content, a Google search of ourselves should be a regular occurrence. When we see negative content, we should put out positive information of our own and comment constructively at other sites, if such comments are allowed. This will reduce – but not eliminate – the effects of negative content.

As marketing people engaged in self-branding, we must be able to answer this question: "What's your personal social media strategy?" Certainly, we need such a strategy (Dutta, 2010, p. 128):

> Today's leaders must embrace social media for three reasons. First, they provide a low-cost platform on which to build your personal brand, communicating who you are within and outside your firm. Second, they allow you to engage rapidly and simultaneously with peers, employees, customers, and the broader public, especially younger generations, in the same transparent and direct way they expect from everyone. Third, they give you an opportunity to learn from instant information and unvarnished feedback. You can use this tool proactively or reactively.

Figure 5 shows how self-branding communications have dramatically changed through three phases over the years – from pre-Internet to early Internet to today's Internet and digital era.

Examples of self-branding

Let us close our discussion of strategic self-branding with a few specific real examples:

- "Personal branding is NOT the same as being the center of attention or creating a cult of your own personality. A good brand is the opposite. Let me explain what I mean: Think

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

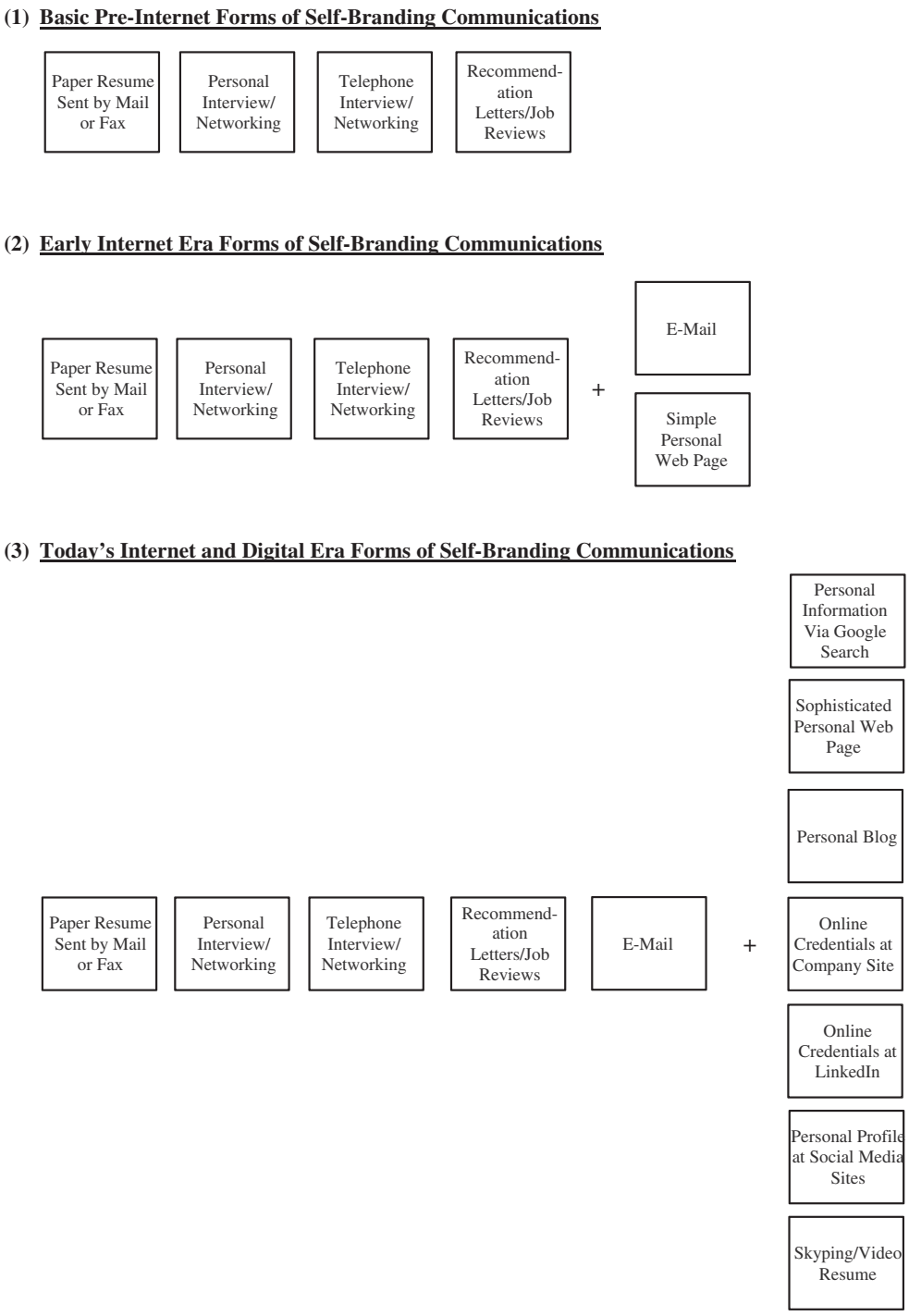

Figure 5. How communicating a self-brand has changed over the years (selected examples).

about Steve Jobs. What emotions come to your head… I think: 'innovative,' 'polished,' and 'underdog power.' On the other hand, think about Paris Hilton. What emotions come to your head … I think: 'conceited,' 'spoiled,' and 'lost at sea.'" (Waldman, 2013a)

- "Nick Goss had an identity, but it wasn't positive. 'I was the annoying Englishman who says, This isn't going to work.' He started as a corporate strategist at BMC Software. At meetings, his opinions were ignored or greeted with skepticism; 'Questioning got into minutiae,' he recalls. In a frank talk with a senior VP, he confirmed that his brand, which he thought of as 'clever and good at coming up with novel solutions,' wasn't selling. 'They didn't see me as someone who was experienced at what they do, so I didn't have high credibility.' After that conversation, and others like it, Goss became less theoretical and more helpful." (Hyatt, 2010)
- Murphy (2010) examined the media coverage of Martha Stewart from 1982 to 2007 and found that (p. 229): "Stewart's news releases reflected progressive efforts to support her increasingly ambitious ventures in the housewares market. They focused on business successes and ventures into furniture and home design, as well as association with high-priced chains like Macy's. In the middle of the time period – from the ImClone investigation of June 2002 until Stewart entered prison in October 2004 – themes of scandal and corporate survival prevailed; public relations focused on holding her firm together by reassuring partners, shareholders, and customers that the firm was financially solid and its founder innocent. Last, came the theme of back to fundamentals. This reflects an effort to restore Stewart's original reputation as an approachable domestic authority."

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Synopsis and recommendations

In formulating this paper, we have focused on three goals. As such, we believe it was important to gather and present a collection of previous research on branding and self-branding, to discuss self-branding from a strategic perspective, and to offer original materials on strategic self-branding.

Goal One: *To examine self-branding within the context of branding*. Many times, the existing literature has covered self-branding as a discrete topic rather than as a type of branding that shares many attributes and aims with other kinds of brands. Without grasping branding's fundamentals, complexities, and evolving nature, we cannot properly develop, maintain, and grow a self-brand.

We cover general four areas of branding to attain this goal, with sub-topics for three of the four. Along with the discussions, we provided Tables 1–5 that highlight the research on branding. Below is a recap of our topical literature review coverage:

- Branding overview – brand management, brand longevity, global issues, and communications (including new media).
- Brand personality and brand (product) positioning – brand personality, brand (product) positioning, evoked set and brand congruence, and brand extension.
- Brand equity and related topics – brand equity, brand love and authenticity, MDS, and brand gaps, brand crises, and negativity.
- Corporate branding.

Please note that there has been a notable paradigm shift in branding and self-branding through the years. In their earliest iterations, branding and self-branding connotations were mostly tangible in nature; and they were communicated in broader terms. Today, branding and self-branding connotations encompass many more features/attributes; they are more

intangible, with greater emphasis on brand personality, brand authenticity and congruity, and brand gaps; and the notion of brand mantras is more widely accepted. There is also more attention now being placed on online self-branding and the need for equivalence with the perceptions of offline self-branding.

Goal Two: *To describe and analyze self-branding and the self-branding process from a systematic, prescriptive strategic perspective*. A multi-faceted strategic approach to the specific topic of self-branding has received little coverage in the literature.

We present original material on five strategic aspects of self-branding and offer appropriate self-branding examples to attain this goal. In addition, a literature review table (Table 6) on self-branding is provided. Below is a recap of our topical coverage:

- Self-branding overview – including perceptions, distinctiveness, the difficulty of individuals understanding their own self-branding, factors affecting self-branding, and gap analysis.
- Steps in self-branding – including the steps to follow throughout one's career.
- Differentiation/positioning – with emphasis on creating and maintaining a distinctive, believable, and desirable self-brand; and the importance of correctly using vocabulary.
- Mastering self-branding – with observations on how to become a master of one's own brand.
- Creating and sustaining an online self-brand – with a focus on the controllable and uncontrollable nature of online self-branding.
- Examples of self-branding – with illustrations of success and failure.

Goal Three: *To produce several original tables, figures, and charts on strategic self-branding to provide further value-added for the reader*. Through these tools, an integrated approach to strategic self-branding can be better understood and applied.

Here is a recap of the materials used to fulfill this goal:

- A self-branding SWOT analysis, Table 7 (with 31 self-assessment questions).
- Selected factors impacting one's professional self-brand, Figure 1 (with gap analysis).
- Self-branding and career planning, Figure 2 (strategic steps and considerations).
- An illustrative self-brand positioning map, Figure 3.
- An illustration of a career ladder approach to self-branding, Figure 4 (including a possible re-positioning career path).

How communicating a self-brand has changed over the years, Figure 5 (including today's broader array of digital media).

Let us now propose two types of recommendations, one related to self-branding practices and the other to future research possibilities.

First, in strategically developing and managing a self-brand, a person should be cognizant of and apply the broader brand concepts noted in this paper. Both the tangible and intangible aspects of self-branding must be incorporated in a self-brand. Second, self-branding must be undertaken in an honest, reflective, process-driven, and continuous manner; as with other brands, professional self-brands need to evolve as a person moves through his or her career. Third, the self-brand needs to be aligned with the particular career path that is desired. Fourth, objective feedback from colleagues and other peers should be sought and addressed. Fifth, any gaps between the ideal self-brand and the actual one must be

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

identified and minimized. Sixth, online self-branding cannot and should not be avoided; this is the emerging means of communication. Seventh, if a self-re-brand is conducted, the related ramifications and positioning decisions must be prudently considered – and there must not be disconnects perceived by the target audience in presenting the attributes of the new self-brand. Eighth, although academics are typically aware of research in scholarly journals, in the case of self-branding, there is a lot to also be learned from trade articles.

Here are some recommendations for future research on self-branding:

- There should be more academic research. Yes, as Table 6 indicates, there have been a number of academic articles on self-branding. However, as Table 6 also shows, there has been much more coverage in the professional literature. And the rigor of the existing academic research on self-branding does not match the rigor of the existing academic research on most other types of branding, as highlighted in Tables 1–4.
- Brand equity measures – empirically validated – are needed. There has been virtually no empirical analysis of brand equity measures from a self-branding perspective.
- To date, there has been very little research on the strategic-branding tools that have actually been used. Empirical studies are needed to better identify the full range of self-branding tools and the related strategic processes, and to determine the frequency of their use, along with why they have/have not been used.
- Building on the previous recommendation, the actual use of specific self-branding strategies and practices by career stage and by occupational field also need to be empirically studied.
- More in-depth, empirical academic research is needed regarding the online/offline self-branding nexus.

Let us end with these observations/recommendations from across the centuries about personal reputations as cited at Brainy Quote. They are food for thought and put things in perspective:

- "The way to gain a good reputation is to endeavor to be what you desire to appear." (Socrates)
- "You can't build a reputation on what you are going to do." (Henry Ford)
- "Associate with men [women] of good quality if you esteem your own reputation; for it is better to be alone than in bad company." (George Washington)
- "A brand for a company is like a reputation for a person. You earn a reputation by trying to do hard things well." (Jeff Bezos)
- "It pays to be obvious, especially if you have a reputation for subtlety." (Isaac Asimov)
- "Reputation is an idle and most false imposition; oft got without merit and lost without deserving." (William Shakespeare)
- These are two similar thoughts about how easy it is to ruin one's self-brand – "It takes many good deeds to build a good reputation, and only one bad one to lose it." (Benjamin Franklin) "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." (Warren Buffett)

Disclosure statement

No potential conflict of interest was reported by the author.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

ORCID

Joel R. Evans http://orcid.org/0000-0003-1348-0376

References

Aaker, D. A. (1972). A measure of brand acceptance. *Journal of Marketing Research, 9*, 160–167.
Aaker, D. A. (1982). Positioning your product. *Business Horizons, 25*, 56–62.
Aaker, D. A. (1990). Brand extensions: The good, the bad, and the ugly. *Sloan Management Review, 31*, 47–56.
Aaker, D. A. (1992). The value of brand equity. *Journal of Business Strategy, 13*, 27–32.
Aaker, D. A. (1996). Measuring brand equity across products and markets. *California Management Review, 38*, 102–120.
Aaker, D. A. (2004). Leveraging the corporate brand. *California Management Review, 46*, 6–18.
Aaker, D. A. (2012). Win the brand relevance battle and then build competitor barriers. *California Management Review, 54*, 43–57.
Aaker, D. A., & Keller, K. L. (1990). Consumer evaluations of brand extensions. *Journal of Marketing, 54*, 27–41.
Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research, 34*, 347–356.
Ahluwalia, R. (2008). How far can a brand stretch? Understanding the role of self-construal. *Journal of Marketing Research, 45*, 337–350.
Ahmad, A., & Thyagaraj, K. S. (2014). Brand personality and brand equity research: Past developments and future directions. *IUP Journal of Brand Management, 11*, 19–56.
Albert, N., Merunka, D., & Valette-Florence, P. (2008). When consumers love their brands: Exploring the concept and its dimensions. *Journal of Business Research, 61*, 1062–1075.
Alexander, N. (2009). Brand authentication: Creating and maintaining brand auras. *European Journal of Marketing, 43*, 551–562.
Alnawas, I., & Altarifi, S. (2016). Exploring the role of brand identification and brand love in generating higher levels of brand loyalty. *Journal of Vacation Marketing, 22*, 111–128.
Anana, E., & Nique, W. (2010). Perception-based analysis: An innovative approach for brand positioning assessment. *Journal of Database Marketing & Customer Strategy Management, 17*, 6–18.
Anisimova, T. (2014). Benchmarking desired corporate brand image in relation to stakeholders: A managerial perspective. *Qualitative Market Research: An International Journal, 17*, 441–463.
Anker, T. B., Kappel, K., Eadie, D., & Sandøe, P. (2012). Fuzzy promises: explicative definitions of brand promise delivery. *Marketing Theory, 12*, 267–287.
Arabie, P., Carroll, J. D., DeSarbo, W., & Wind, J. (1981). Overlapping clustering: A new method for product positioning. *Journal of Marketing Research, 18*, 310–317.
Arms, D. (2014). Build your brand in four weeks! *Strategic Finance, 12*, 41–46.
Arora, R. (2006). Product positioning based on search, experience and credence attributes using conjoint analysis. *Journal of Product & Brand Management, 15*, 285–292.
Arruda, W. (2003). Brand: You. *Talent Development, 57*, 58–60.
Aziz, I. (2013–2014). From brand positioning to ad positioning: Using "mental referencing" to capture meaningful mind-space for communications. *Journal of Brand Strategy, 2*, 336–346.
Baier, D., & Gaul, W. (1999). Optimal product positioning based on paired comparison data. *Journal of Econometrics, 89*, 365–392.
Bandinelli, C., & Arvidsson, A. (2012). Brand yourself as a changemaker! *Journal of Macromarketing, 33*, 67–71.
Batra, R., Ahuvia, A., & Bagozzi, R. P. (2012). Brand love. *Journal of Marketing, 76*, 1–16.
Baumgarth, C., & Schmidt, M. (2010). How strong is the business-to-business brand in the workforce? An empirically-tested model of "internal brand equity" in a business-to-business setting. *Industrial Marketing Management, 39*, 1250–1260.
Bence, B. (2008a). Personal branding quiz: How are you doing? *American Salesman, 53*, 26–29.
Bence, B. (2008b). Top 10 secrets to mastering your personal brand. *American Salesman, 53*, 22–25.

Bennett, R. (2011). Brand managers' mindful self-management of their professional experience: Consequences for pay, self-efficacy and job performance. *Journal of Brand Management, 18*, 545–569.
Beverland, M. B., Napoli, J., & Farrelly, F. (2010). Can all brands innovate in the same way? A typology of brand position and innovation effort. *Journal of Product Innovation Management, 27*, 33–48.
Biel, A. L. (1992). How brand image drives brand equity. *Journal of Advertising Research, 32*, RC6–RC12.
Bliss, P. (1956). Preretailing and consumer buying patterns over time. *Journal of Marketing, 21*, 83–85.
Boatwright, P., Cagan, J., Kapur, D., & Saltiel, A. (2009). A step-by-step process to build valued brands. *Journal of Product & Brand Management, 18*, 38–49.
Brainy Quotes. (n.d.). Retrieved from https://www.brainyquote.com/quotes/keywords/reputation.html
Brown, M. D. (2013). Build a personal brand or soon become an extinct generic. *Sales & Service Excellence, 13*, 8.
Brown, R. (2011). Reputation management. *Business Information Review, 27*, 56–64.
Broyles, S. A., Schumann, D. W., & Leingpibul, T. (2009). Examining brand equity antecedent/consequence relationships. *Journal of Marketing Theory and Practice, 17*, 145–162.
Bruhn, M., Schoenmüller, V., Schäfer, D., & Heinrich, D. (2012). Brand authenticity: Understanding of its conceptualization and measurement. *Advances in Consumer Research, 40*, 567–576.
Career Advisory Board. (2014, December). Retrieved from https://careeradvisoryboard.org/public/uploads/2014/12/2014-JPI-Executive-Summary.pdf
Centeno, E., Hart, S., & Dinnie, K. (2013). The five phases of SME brand-building. *Journal of Brand Management, 20*, 445–457.
Chang, Y., & Ko, Y. J. (2014). The brand leadership: Scale development and validation. *Journal of Brand Management, 21*, 63–80.
Chelminski, P., & DeFanti, M. (2016). Leveraging brand heritage's effects on consumers' attitudes and intentions to enhance competitiveness. *Equity Competition Forum, 14*, 126–139.
Chen, C.-P. (2013). Exploring personal branding on YouTube. *Journal of Internet Commerce, 12*, 332–347.
Christodoulides, G., & de Chernatony, L. (2010). Consumer-based brand equity conceptualisation and measurement: A literature review. *International Journal of Marketing Research, 52*, 43–66.
Chung, H., & Ahn, E. (2013). Creating online brand personality: The role of personal difference. *Journal of Promotion Management, 19*, 167–187.
Cian, L. (2011). How to measure brand image: A reasoned review. *The Marketing Review, 11*, 165–187.
Clark, D. (2011). Reinventing your personal brand. *Harvard Business Review, 89*, 78–81.
Cleeren, K., van Heerde, H. J., & Dekimpe, M. G. (2013). Rising from the ashes: How brands and categories can overcome product-harm crises. *Journal of Marketing, 77*, 58–77.
Cole, R. E., & Flynn, M. S. (2009). Automotive quality reputation: Hard to achieve, hard to lose, still harder to win back. *California Management Review, 52*, 67–93.
Common Language in Marketing: Dictionary. (n.d.). Retrieved from www.marketing-dictionary.org
Corstjens, M., & Umblijs, A. (2012). The power of evil: The damage of negative social media strongly outweigh positive contributions. *Journal of Advertising Research, 52*, 433–449.
Danes, J. E., Hess, J. S., Story, J. W., & Vorst, K. (2012). On the validity of measuring brand images by rating concepts and free associations. *Journal of Brand Management, 19*, 289–303.
Da Silva, R. V., & Syed Alwi, S. F. (2008). Online corporate brand image, satisfaction and loyalty. *Journal of Brand Management, 16*, 119–144.
da Silveira, C., Lages, C., & Simões, C. (2013). Reconceptualizing brand identity in a dynamic environment. *Journal of Business Research, 66*, 28–36.
Das, S., Stenger, C., & Ellis, C. H. (2009). Managing tomorrow's brands: Moving from measurement towards an integrated system of brand equity. *Journal of Brand Management, 17*, 26–38.
Davis, S., & Halligan, C. (2002). Extending your brand by optimizing your customer relationship. *Journal of Consumer Marketing, 19*, 7–11.
de Chernatony, L. (1993). Categorizing brands: Evolutionary processes underpinned by two key dimensions. *Journal of Marketing Management, 9*, 173–188.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

de Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management, 15*, 157–179.
de Chernatony, L. (2009). Towards the holy grail of defining "brand". *Marketing Theory, 9*, 101–105.
de Chematony, L., Dall'Olmo Riley, F., & Harris, F. (1998). Criteria to assess brand success. *Journal of Marketing Management, 14*, 765–781.
de Chernatony, L., & McWilliam, G. (1989). The strategic implications of clarifying how marketers interpret "brands". *Journal of Marketing Management, 5*, 153–171.
Dou, W., Lim, K. H., Su, C., Zhou, N., & Cui, N. (2010). Brand positioning strategy using search engine marketing. *MIS Quarterly, 34*, 261–279.
Doyle, P. (1975). Brand positioning using multidimensional scaling. *European Journal of Marketing, 9*, 20–34.
Doyle, P. (1989). Building successful brands: The strategic options. *Journal of Marketing Management, 5*, 77–95.
Dubey, J., & George, B. P. (2012). Re-branding @ Airtel: An analysis. *IUP Journal of Brand Management, 9*, 65–73.
Dunnett, R. (2014). Brand new you. *Director, 68*, 48–51.
Dutta, S. (2010). What's your personal social media strategy? *Harvard Business Review, 88*, 127–130.
Edmiston, D. (2014). Creating a personal competitive advantage by developing a professional online presence. *Marketing Education Review, 24*, 21–24.
Elbedweihy, A. M., & Jayawardhena, C. (2014). Consumer-brand identification: A social identity based review and research directions. *The Marketing Review, 14*, 205–228.
Erdem, T., Swait, J., & Valenzuela, A. (2006). Brands as signals: A cross-country validation study. *Journal of Marketing, 70*, 34–49.
Evans, J. R. (2014a, August 25). *Preparing for career success: The future begins NOW!* Unpublished presentation to 300 Hofstra Graduate Business Students.
Evans, J. R. (2014b). *Self-branding for a successful career*. Retrieved January 1, from https://t.co/h8DPezWD5Q.
Evans, J. R. (2014c). *Self-branding for personal and career success*. Retrieved August 10, from https://t.co/0oIloEmnja
Evans, J. R. (2009). The self-branding process for career development. *MBA Review, 4*, 22–27.
Evans, J. R., & Berman, B. (2015). *Marketing: Marketing in the 21st century* (12th ed., p. 492). St. Paul, Minnesota: Textbook Media Press.
Farr, A., & Hollis, N. (1997). What do you want your brand to be when it grows up: Big *and* strong? *Journal of Advertising Research, 37*, 23–36.
Fischer, M., Völckner, F., & Sattler, H. (2010). How important are brands? A cross-category, cross-country study. *Journal of Marketing Research, 47*, 823–839.
French, A., & Smith, G. (2013). Measuring brand association strength: A consumer based brand equity approach. *European Journal of Marketing, 47*, 1356–1367.
Fuchs, C., & Diamantopoulos, A. (2010). Evaluating the effectiveness of brand-positioning strategies from a consumer perspective. *European Journal of Marketing, 44*, 1763–1786.
Fuchs, C., & Diamantopoulos, A. (2012). Customer-perceived positioning effectiveness: Conceptualization, operationalization, and implications for new product managers. *Journal of Product Innovation Management, 29*, 229–244.
Gensler, S., Völckner, F., Thompkins, Y.-L., & Wiertz, C. (2013). Managing brands in the social media environment. *Journal of Interactive Marketing, 27*, 242–256.
Ghosh, A. K., & Chakraborty, G. (2004). Using positioning models to measure and manage brand uncertainty. *Journal of Product & Brand Management, 13*, 294–302.
Green, P. E., Maheshwari, A., & Rao, V. R. (1969). Self-concept and brand preference: An empirical application of multidimensional scaling. *Journal of the Market Research Society, 11*, 343–360.
Grohmann, B. (2009). Gender dimensions of brand personality. *Journal of Marketing Research, 46*, 105–119.
Gwin, C. F., & Gwin, C. R. (2003). Product attributes model: A tool for evaluating brand positioning. *Journal of Marketing Theory & Practice, 11*, 30–42.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Haden, J. (2014). 32 Incorrectly used words that can make you look bad. *Inc*. Retrieved April 28, from https://t.co/cvucK9Yiu9

Hamidizadeh, A., & Fard, R. S. (2016). Effect of employee branding on market share based on individual and organizational values. *Iranian Journal of Management Studies, 9*, 505–527.

Harris, L., & Rae, A. (2011). Building a personal brand through social networking. *Journal of Business Strategy, 32*, 14–21.

Harris, P. (2007). We the people: The importance of employees in the process of building customer experience. *Journal of Brand Management, 15*, 102–114.

Hassan, S. S., & Craft, S. (2012). Examining world market segmentation and brand positioning strategies. *Journal of Consumer Marketing, 29*, 344–356.

Hebberd, L. (2013). *What skills do employers want?* Retrieved February 23, from https://t.co/nxd5BtkPkn

Herbst, U., & Merz, M. A. (2011). The industrial brand personality scale: Building strong business-to-business brands. *Industrial Marketing Management, 40*, 1072–1081.

Hogg, M. K., Cox, A. J., & Keeling, K. (2000). The impact of self-monitoring on image congruence and product/brand evaluation. *European Journal of Marketing, 34*, 641–667.

Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. *Journal of Interactive Marketing, 28*, 149–165.

Holmes, E. (2014). *How to develop your personal presence on social media and in real life*. Retrieved August 6, from https://on.wsj.com/1zS22TI

Hooley, G. J. (1980). Multidimensional scaling of consumer perceptions and preferences. *European Journal of Marketing, 14*, 436–448.

Howard, J. A. (1963). *Marketing management: Analysis and planning* (Revised ed.). Homewood, IL: Irwin.

Huang, P.-Y., Kobayashi, S., & Isomura, K. (2014). How UNIQLO evolves its value proposition and brand image: Imitation, trial and error and innovation. *Strategic Direction, 30*, 42–45.

HubSpot. (n.d.). *How to master your professional brand*. Retrieved from https://t.co/5Hswg7gaVr

Hyatt, J. (2010). Building your brand (and keeping your job). *Fortune*. Retrieved July 30, from https://t.co/3wi276JBuy

Institute for the Future. (2011). *The 10 most desired work skills in 2020*. Retrieved from https://t.co/TVOzqrmqpG

Ivens, B., & Valta, K. S. (2012). Customer brand personality perception: A taxonomic analysis. *Journal of Marketing Management, 28*, 1062–1093.

Jalkala, A. M., & Keränen, J. (2014). Brand positioning strategies for industrial firms providing customer solutions. *Journal of Business & Industrial Marketing, 29*, 253–264.

Joachimsthaler, E., & Aaker, D. A. (1997). Building brands without mass media. *Harvard Business Review, 75*, 39–50.

Johar, G. V., Sengupta, J., & Aaker, J. L. (2005). Two roads to updating brand personality impressions: Trait versus evaluative inferencing. *Journal of Marketing Research, 42*, 458–469.

John, D. R., Loken, B., Kim, K., & Monga, A. B. (2006). Brand concept maps: A methodology for identifying brand association networks. *Journal of Marketing Research, 43*, 549–563.

Jones, B., Temperley, J., & Lima, A. (2009). Corporate reputation in the era of Web 2.0: The case of Primark. *Journal of Marketing Management, 25*, 927–939.

Jones, C., & Bonevac, D. (2013). An evolved definition of the term "brand": Why branding has a branding problem. *Journal of Brand Strategy, 2*, 112–120.

Kaul, A., & Rao, V. R. (1995). Research for product positioning and design decisions: An integrative review. *International Journal of Research in Marketing, 12*, 293–320.

Kayande, U., Roberts, J. H., Lilien, G. L., & Fong, D. K. H. (2007). Mapping the bounds of incoherence: How far can you go and how does it affect your brand? *Marketing Science, 26*, 504–513.

Keller, K. L. (1999a). Brand mantras: Rationale, criteria and examples. *Journal of Marketing Management, 15*, 43–51.

Keller, K. L. (1999b). Managing brands for the long run: Brand reinforcement and revitalization strategies. *California Management Review, 41*, 102–124.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. *Marketing Science, 25*, 740–759.
Kohli, C., & LaBahn, D. W. (1997). Observations: Creating effective brand names: A study of the naming process. *Journal of Advertising Research, 37*, 67–75.
Kressmann, F., Sirgy, M. J., Herrmann, A., Huber, F., Huber, S., & Lee, D.-J. (2006). Direct and indirect effects of self-image congruence on brand loyalty. *Journal of Business Research, 59*, 955–964.
Lee, K., & Shavitt, S. (2009). Can McDonald's food ever be considered healthful? Metacognitive experiences affect the perceived understanding of a brand. *Journal of Marketing Research, 46*, 222–233.
Levitt, T. (1980). Marketing success through differentiation – Of anything. *Harvard Business Review, 58*, 83–91.
Loken, B., & John, D. R. (1993). Diluting brand beliefs: When do brand extensions have a negative impact? *Journal of Marketing, 57*, 71–84.
Lovett, M. J., Peres, R., & Shachar, R. (2013). On brands and word of mouth. *Journal of Marketing Research, 50*, 427–444.
Lum, A. O. J., & Lum, D. (2005). Martha Stewart: What's in a name? *Business & Economic Review, 51*, 13–16.
Maehle, N., & Supphellen, M. (2011). In search of the sources of brand personality. *International Journal of Market Research, 53*, 95–114.
Malär, L., Krohmer, H., Hoyer, W. D., & Nyffenegger, B. (2011). Emotional brand attachment and brand personality: The relative importance of the actual and the ideal self. *Journal of Marketing, 75*, 35–52.
McIntyre, D. R. (1975). Multinational positioning strategy. *Columbia Journal of World Business, 10*, 106–110.
Meadows, K. L., & Buckley, J. J., Jr. (2014). You, Inc. *Journal of Healthcare Management, 59*, 173–176.
Miller, S., & Berry, L. (1998). Brand salience versus brand image: Two theories of advertising effectiveness. *Journal of Advertising Research, 38*, 77–82.
Mirzaei, A., Gray, D., & Baumann, C. (2011). Developing a new model for tracking brand equity as a measure of marketing effectiveness. *The Marketing Review, 11*, 323–336.
Monga, A. B., & John, D. R. (2010). What makes brands elastic? The influence of brand concept and styles of thinking on brand extension evaluation. *Journal of Marketing, 74*, 80–92.
Moore, K., & Reid, S. (2008). The birth of brand: 4000 Years of branding. *Business History, 50*, 419–432.
Morgan, M. (2011). Personal branding: Create your value proposition. *Strategic Finance, 93*, 13–14, 60.
Morhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. *Journal of Consumer Psychology, 25*, 200–218.
Murphy, P. (2010). The intractability of reputation: Media coverage as a complex system in the case of Martha Stewart. *Journal of Public Relations Research, 22*, 209–237.
Napoli, J., Dickinson, S. J., Beverland, M. B., & Farrelly, F. (2014). Measuring consumer-based brand authenticity. *Journal of Business Research, 67*, 1090–1098.
Narayana, C. L., & Markin, R. J. (1975). Consumer behavior and product performance: An alternative conceptualization. *Journal of Marketing, 39*(4), 1–6.
Nijssen, E. J., & Douglas, S. P. (2011). Consumer world-mindedness and attitudes toward product positioning in advertising: An examination of global versus foreign versus local positioning. *Journal of International Marketing, 19*, 113–133.
Noble, C. H., Bentley, J. P., Campbell, D., & Singh, J. J. (2010). In search of eminence: A personal brand-building perspective on the achievement of scholarly prominence in marketing. *Journal of Marketing Education, 32*, 314–327.
Nysveen, H., & Pedersen, P. E. (2014). Influences of co-creation on brand experience: The role of brand engagement. *International Journal of Market Research, 56*, 807–832.
Oliver, B. (2008, October 15). Building your own brand. *Marketing*, pp. 26–29.
O'Reilly, L. (2015). Nationwide was the most mentioned super bowl advertiser on social media – But not for the right reasons. *Business Insider*. Retrieved February 1, from https://t.co/kbm3KigHdb
Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. *Journal of Marketing, 50*, 135–145.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Parker, B. T. (2009). A comparison of brand personality and brand user-imagery congruence. *Journal of Consumer Marketing, 26*, 175–184.
Parmentier, M.-A., Fischer, E., & Reuber, A. R. (2013). Positioning person brands in established organizational fields. *Journal of the Academy of Marketing Science, 41*, 373–387.
Phau, I., & Lau, K. C. (2001). Brand personality and consumer self-expression: Single or dual carriageway? *Journal of Brand Management, 8*, 428–444.
Poeppelman, T., & Blacksmith, N. (2014). Personal branding via social media: Increasing SIOP visibility one member at a time. *Industrial Organizational Psychologist, 51*, 112–119.
Price, S. (2014). *The complete A to Z guide to personal branding [Infographic]*. Retrieved April 5, from https://t.co/glNth7JwbB
Punj, G., & Moon, J. (2002). Positioning options for achieving brand association: A psychological categorization framework. *Journal of Business Research, 55*, 275–283.
Raffelt, U., Schmitt, B., & Meyer, A. (2013). Marketing function and form: How functionalist and experiential architectures affect corporate brand personality. *International Journal of Research in Marketing, 30*, 201–210.
Rahman, K., & Areni, C. S. (2014). Generic, genuine, or completely new? Branding strategies to leverage new products. *Journal of Strategic Marketing, 22*, 3–15.
Razmus, W., Jaroszyńska, M., & Palęga, M. (2017). Personal aspirations and brand engagement in self-concept. *Personality and Individual Differences, 105*, 294–299.
Reynolds, T. J., & Phillips, C. B. (2005). In search of true brand equity metrics: All market share ain't created equal. *Journal of Advertising Research, 45*, 171–186.
Ries, A., & Trout, J. (1986a). Marketing warfare. *Journal of Consumer Marketing, 3*, 77–82.
Ries, A., & Trout, J. (1986b). *Positioning: The battle for your mind*. New York, NY: McGraw-Hill.
Roffer, R. F. (2001). Helping employees retool their brand after a layoff. *Employment Relations Today, 28*, 15–22.
Romaniuk, J., Bogomolova, S., and Dall'Olmo Riley, F. (2012). Brand image and brand usage. *Journal of Advertising Research, 52*, 243–251.
Ross, I. (1971). Self-concept and brand preference. *The Journal of Business, 44*, 38–50.
Roy, R., & Rabbanee, F. K. (2015). Antecedents and consequences of self-congruity. *European Journal of Marketing, 49*, 444–466.
Schmitt, B. (2012). The consumer psychology of brands. *Journal of Consumer Psychology, 22*, 7–17.
Scott, G. G., Sinclair, J., Short, E., & Bruce, G. (2014). It's not what you say, it's how you say it: Language use on Facebook impacts employability but not attractiveness. *Cyberpsychology, Behavior, and Social Networking, 17*, 562–566.
Seaford, B. C., Culp, R. C., & Brooks, B. W. (2012). Starbucks: Maintaining a clear position. *Journal of the International Academy for Case Studies, 18*, 35–49.
Sepp, M., Liljander, V., & Gummerus, J. (2011). Private bloggers' motivations to produce content – a gratifications theory perspective. *Journal of Marketing Management, 27*, 1479–1503.
Shane, D. (2015). *10 Ways to build your brand reputation online*. Retrieved January 14, from www.careerealism.com/build-brand-reputation-online
Shepherd, I. D. (2005). From cattle and coke to Charlie: Meeting the challenge of self marketing and personal branding. *Journal of Marketing Management, 21*, 589–606.
Sills, J. (2008, January–February). Becoming your own brand. *Psychology Today*.
Simon, M. (2011). Brands in context. *Journal of Advertising Research, 51*(March Supplement), 189–194.
Sirianni, N. J., Bitner, M. J., Brown, S. W., & Mandel, N. (2013). Branded service encounters: Strategically aligning employee behavior with the brand positioning. *Journal of Marketing, 77*, 108–123.
Smith, R. E., & Lusch, R. F. (1976). How advertising can position a brand. *Journal of Advertising Research, 16*, 37–43.
Spiggle, S., Nguyen, H. T., & Caravella, M. (2012). More than fit: Brand extension authenticity. *Journal of Marketing Research, 49*, 967–983.
Srivastava, R. K., & Thomas, G. M. (2010). Managing brand performance: Aligning positioning, execution, and experience. *Journal of Brand Management, 17*, 465–471.
Stauffer, J. (2012). Social brand planning. *Journal of Brand Strategy, 1*, 40–49.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017

Strizhakova, Y., Coulter, R. A., & Price, L. L. (2008). The meanings of branded products: A cross-national scale development and meaning assessment. *International Journal of Research in Marketing, 25*, 82–93.
Syed Alwi, S. F. (2009). Online corporate brand images and consumer loyalty. *International Journal of Business and Society, 10*(2), 1–19.
Syed Alwi, S. F., & Da Silva, R. V. (2007). Online and offline corporate brand images: Do they differ? *Corporate Reputation Review, 10*, 217–244.
Tauber, E. M. (2012). *Brand extension research*. Retrieved from www.brandextension.org
Trump, R. K. (2014). Connected consumers' responses to negative brand actions: The roles of transgression self-relevance and domain. *Journal of Business Research, 67*, 1824–1830.
Tyler, William D. (1957). The image, the brand, and the consumer. *Journal of Marketing, 22*, 162–165.
Uggla, H. (2015). Positioning in the mind versus brand extension: The revision of Ries and Trout. *IUP Journal of Brand Management, 12*, 35–44.
Ulrich, D., & Smallwood, N. (2007). Five steps to building your personal leadership brand. *Harvard Management Update, 12*, 3–5.
Urde, M. (2003). Core value-based corporate brand building. *European Journal of Marketing, 37*, 1017–1040.
Urde, M., Greyser, S. A., & Balmer, J. M. T. (2007). Corporate brands with a heritage. *Journal of Brand Management, 15*, 4–19.
Urde, M., & Koch, C. (2014). Market and brand-oriented schools of positioning. *Journal of Product & Brand Management, 23*, 478–490.
Uzunoğlu, E., & Kip, S. M. (2014). Brand communication through digital influencers: Leveraging blogger engagement. *International Journal of Information Management, 34*, 592–602.
van Reenen, H. (2010). Connecting employees with the brand at Siemens. *Strategic Communication Management, 14*, 28–31.
van Rekom, J., Go, F. M., & Calter, D. M. (2014). Communicating a company's positive impact on society – Can plausible explanations secure authenticity? *Journal of Business Research, 67*, 1831–1838.
Veloutsou, C., & Taylor, C. S. (2012). The role of the brand as a person in business to business brands. *Industrial Marketing Management, 41*, 898–907.
Vitberg, A. (2010). Developing your personal brand equity. *Journal of Accountancy*, *210*, 42.
Vukasovič, T. (2009). Searching for competitive advantage with the aid of the brand potential index. *Journal of Product & Brand Management, 18*, 165–176.
Waldman, J. (2013a). *How to create a personal brand without being a jerk*. Retrieved April 19, from www.careerealism.com/create-personal-brand-jerk
Waldman, J. (2013b). *You will get Googled… Are you afraid?* Retrieved July 3, from www.careerealism.com/you-will-get-googled-are-you-afraid
Warshaw, D. A., Caplin, J., & Moore, T. (2011, July 4). Pulling off the ultimate career makeover. *Fortune*, pp. 40–49.
Weinberger, D. (2008). Authenticity: Is it real or is it marketing? *Harvard Business Review, 86*, 33–43.
Wiedmann, K.-P., Hennigs, N., Schmidt, S., & Wuestefeld, T. (2013). Brand heritage and its impact on corporate reputation: Corporate roots as a vision for the future. *Corporate Reputation Review, 16*, 187–205.
Wilkes, R. E. (1977). Product positioning by multidimensional scaling. *Journal of Advertising Research, 17*, 15–19.
Xu, A. J., & Wyer, R. S., Jr. (2010). Puffery in advertisements: The effects of media context, communication norms, and consumer knowledge. *Journal of Consumer Research, 37*, 329–343.
Zaichkowsky, J. L. (2010). Strategies for distinctive brands. *Journal of Brand Management, 17*, 548–560.
Zailskaite-Jakste, L., & Kuvykaite, R. (2013). Communication in social media for brand equity building. *Economics & Management, 18*, 142–153.

Downloaded by [Australian Catholic University] at 09:36 02 October 2017